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ABSTRACT

A portion of this meeting was devoted to three concurrent discussion groups. Each focused on one aspect of what generally can be termed a national program for research libraries. The first group discussed the more important elements of the report of the Committee on Specifications for a Study of a Periodicals Resources Center. The question of such a center or centers, that would provide access to the journal literature, has become extremely important, because the number of journals now published and their ever increasing costs make it clear that individual research libraries may not be able to meet the bulk of their users' needs for journal articles. The second discussion dealt with the concept of officially designating the stronger collections in the various disciplines as national resources, which would receive continuing support from the federal government. The third group concerned itself with the prospect of developing a research library corporation. Following the discussions, the chairman of each group presented summaries to the entire membership. They appear in the body of these Minutes; the working papers for the groups are included as appendices. (Minutes of other ARL meetings are ED 067115 and LI 004 505-508 and 004 510 through 004 512.) (Author/SJ)

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A NATIONAL PROGRAM FOR THE ASSOCIATION OF RESEARCH LIBRARIES

Minutes of the Seventy-Ninth Meeting

January 22, 1972
Chicago, Illinois

LI 004 509

ASSOCIATION OF RESEARCH LIBRARIES

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EDITOR'S NOTE

Continuing a practice begun at the 78th Meeting, a portion of the 79th Meeting was devoted to three concurrent discussion groups. Each focused on one aspect of what generally can be termed a national program for research libraries.

The first group, chaired by Joseph Jeffs, discussed the more important elements of the report of the Committee on Specifications for a Study of a Periodicals Resources Center. The question of such a center or centers, that would provide access to the journal literature, has become extremely important, because the number of journals now published and their ever increasing costs make it clear that individual research libraries may not be able to meet the bulk of their users' needs for journal articles.

The second discussion, chaired by Rutherford Rogers, dealt with the concept of officially designating the stronger collections in the various disciplines as national resources, which would receive continuing support from the federal government. Such support would allow regular growth of these collections which in fact are national resources and from which are provided national services today.

The third group, chaired by Warren J. Haas, concerned itself with the prospect of developing a research library corporation. For some time it has been apparent that the research libraries, as they are now organized, do not have the capacity to attack effectively their more pressing problems. The operating capability of the Association of Research Libraries is severely limited by its present funding. Mr. Haas, therefore, has put forward the idea of developing a new framework that would permit a greater and more productive effort in providing materials and services to the users of research libraries.

Following the discussions, the chairman of each group presented summaries to the entire membership. They appear in the body of these Minutes; the working papers for the groups, prepared by Messrs. Jeffs, Rogers and Haas, are included as appendixes to these Minutes.

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ASSOCIATION OF RESEARCH LIBRARIES

Minutes of the 79th Meeting

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John P. McDonald, presiding

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The 79th Meeting of the Association of Research Libraries was held at the Palmer House Hotel in Chicago, Illinois, on January 22, 1972.

President McDonald opened the meeting by welcoming new and alternate representatives of member institutions and guests of the Association.

After Louis Martin explained the procedures to be followed by the concurrent discussion groups, Mr. McDonald began the program by introducing Robert Vosper, chairman of the Federal Relations Committee.

MR. VOSPER: The meeting this morning is an attempt to bring into focus a sequence of thinking, discussions, reading of papers and writing in which the members of the Federal Relations Committee have been engaged for the past few years. Very early after the appointment of the committee, we found ourselves engaged in discussions with people throughout the country who are concerned with library development, in the preparation of material for presentation by the Association before congressional committees and in discussions with members of the executive branch of the federal government concerning forthcoming developments within the library community.

It seemed clear to us that it would be incumbent upon the Association to agree upon and present a series of position papers on major issues of concern to the research library community in this country. These papers were seen as brief, readable and succinct statements of both intention and aspiration, statements that could be presented to Congressmen and their staffs, to boards of trustees and to the public in general, just a few of which might be concerned about what research libraries are up to.

We thought, for example, of the need for a statement of this kind on the vast and complicated subject of automation in research libraries. As might be expected, that position paper hasn't yet been forthcoming. But we still think that such a position paper would be tremendously helpful if it could be put easily into the hands of those people who ask awkward and complex questions regarding the application of computer technology to the needs of research libraries and their users.

More importantly, and I now come to the intention of the meeting today, it seemed that the ARL must very soon be prepared to state clearly certain of its more important long-term goals and aspirations vis-a-vis national programs in which the federal government would clearly have either an interest or in certain cases a real participation. We were convinced that we must go forward with the task of answering the general question of the most effective relationship of the federal government to the research library community. We thought that the Association had to take the lead in indicating in precise fashion what that relationship ought to be and where it should come into focus in practical as well as in theoretical terms.

It seems to the committee that there is an urgent need for the members of the Association to come to agreement on matters such as these and to make our position public, especially now that the National Commission on Libraries and Information Science is a reality. Certainly if this Association is not capable of projecting a national program on which the entire membership can agree and in which it can be actively engaged then we shall present a picture of weakness at a critical point at our history. We then run the risk of someone else coming forth with plans and programs that we may not be prepared to support.

I think all of the friends of libraries in the federal government and elsewhere look to us to produce some analysis of the proper relationship between libraries and the federal government with regard to national needs and requirements for the development of research collections and services to users.

In order to come up with the needed statement, you will recall that we turned to our colleague, Neil Harlow, and asked him, because of his long experience with libraries of all types in this country, to reflect on the problem and prepare a working paper for us that would help the committee think through the problem and find a proper focus for it that we could bring to the membership as a whole. The Harlow paper was prepared and the final draft was available for discussion at the meeting of the Association in Colorado Springs in May of last year. One of the concurrent discussion groups held during that meeting examined Mr. Harlow's main points in detail. There was so much interest in and so many questions about the Harlow paper that the Federal Relations Committee felt that the next step would be somehow to engage the interest of the total membership in the questions it raises. Subsequently, the paper was distributed to the entire membership of the Association. The discussion that will be held today, therefore, stems seriatim from our many discussions and reflections on the need for a public statement by the ARL on our major priorities.

Faced with this need the Federal Relations Committee picked from Mr. Harlow's recommendations what it thought to be the three most crucial. The first deals with the coordination of the interests of the entire research library community and the methods of achieving this coordination. As good fortune would have it, Jim Haas, at that time president of the ARL, was raising with the board of directors the possiblity of developing an organization that would allow the research library community to attack effectively its most important problems. He put forth the concept of a "research library corporation" that fitted very neatly into what the committee took to be the best of the alternatives proposed by Mr. Harlow, namely the development of an incorporated consortium of research libraries. Thus, the first step recommended by Mr. Harlow surfaced at precisely the right time: there was interest among the members of the ARL and a representative of the Association had thought the matter through and was prepared to make recommendations.

These events led to the first of the three discussion groups that will be held concurrently this morning. Mr. Haas will led this session which will discuss the development of a research library corporation.

Mr. Harlow next dealt with the urgent question of developing the "information store," or library collections, to use a more standard library term. We are talking now about those collections that clearly are national resources and that would be sufficiently comprehensive to serve the important needs of the public at large. He proposed the further development of libraries of such long standing excellence that they could be termed "National Libraries," and that they be recognized and supported as national centers of excellence. Mr. Harlow perceived access to periodicals as a separate but clearly related national problem.

Here again we had a happy confluence of events. The ARL Committee on Specifications for a Study of a National Periodicals Resources Center, chaired by Joe Jeffs, was already at work on the problem of access to periodicals. Consequently, the establishment of national centers of resource excellence and of a national periodicals resources center were chosen as the second and third essential steps that we thought the Association would be prepared to support and on which the ARL could issue clear public statements of intention. These statements would be made available to the National Commission

on Libraries, to members of Congress, to the trustees and presidents of our parent institutions and to the general public.

It is hoped that the other two discussion groups, the one on national centers of resource excellence, led by Mr. Rogers, and the one on a periodicals resources center, led by Mr. Jeffs, will get us further down the road toward the production of these important statements.

Just a word about meeting mechanics before we form into separate groups. After the discussions have been completed, the discussion leaders, Messrs. Jeffs, Rogers and Haas, will make a brief presentation to the entire membership on the general tenor of the discussions so that all of us will have a good idea of the thinking of their colleagues on each of these three topics. They will be prepared to handle questions from the audience.

We ask you now to move to your respective discussion centers, and to please keep in mind that we look on this exercise not as some kind of a general discussion of ideas and concepts but as a method of approaching practical reality in a concrete way. Thank you.

[Representatives and guests reassembled after the discussions.]

MR. VOSPER: Last year the Association was given the opportunity to explain its programs and aspirations to the members of the new National Commission on Libraries and Information Science. The president and staff of the ARL prepared a statement for that meeting which was distributed with the agenda for this meeting. In that statement there is a section entitled, "Widening Horizons." It opens with the comment that the interests and the activities of the ARL have always been characterized by a broad view, that is, the improvement of the resources and services of the membership has always involved projects that had a national impact. Just two examples of these are the catalogs of the Library of Congress and Dissertation Abstracts. Both of these important bibliographic activities developed from the initiative, planning and thinking of the ARL. The usefulness of these tools, however, is to all libraries.

The statement then goes on to say that in the last six or seven years the Association has recognized that it must address itself to the development of an effective national system of access, both bibliographic and physical, to research materials. It points out that the membership of the Association constitutes, in fact, an informal national system and that the collections and services of the member libraries are truly national assets.

This situation, however, now must be formalized in a variety of ways if the national interest is to be served. Future efforts of the Association, such as the proposed study of a national periodicals resources center and the investigation of the viability of what we are calling a research library corporation, will address directly this widened concept of responsibility. We are already on record, therefore, before the National Commission and, thus, the public, that the ARL is fully cognizant of its responsibility to

move more formally toward those widening horizons.

Today we hope to deal with our three most important projects in more specific terms and to get a sense of the questions involved and the possibilities of actually dealing effectively with them.

We shall now hear summaries of the discussion groups from their leaders. First, Mr. Rogers will review briefly the discussion of the concept of the national centers of resource excellence.

MR. ROGERS: Any resemblance between what I say now and the discussion that has just taken place is purely accidental.

What we attempted to do was to erect a series of straw men and then knock them down. We wanted to explore the various options to improved access to resources and the building of resources.

We began by asking whether or not it would be possible to improve access by simply improving the present system of interlibrary loan. In a way this has happened in New York State where the state has put up money that will hopefully motivate libraries to lend more freely and, at the same time, be reimbursed for expenses.

We very quickly said that we were not going to get the kind of access system that we wanted just by tinkering with the present system.

It was recognized that the medical library network is an effective system. It is, however, a hierarchical system in which one begins with local resources and builds toward the National Library of Medicine. It was felt that this, too, is not really what we need.

The second straw man was perhaps epitomized by the Library of Congress. Wouldn't it be possible for the government, simply by giving more money to the Library of Congress, to enable it to lend more freely and really take care of the whole problem? This, of course, is our favorite method of problem solving: get the money and let the Library of Congress do it.

We pretty quickly shot that idea down, because it seems to us that there is an incongruity between a library of record with heavy responsibilities to the Congress trying to provide rapidly a tremendous amount of material for libraries throughout the country.

The third option that we explored, and here we begin to move a little more toward Mr. Harlow's idea, was the creation of a single library to provide access to all needed titles. Perhaps we could build on an existing structure such as the Center for Research Libraries.

Once again, we felt that a single institution could not really do the job and, secondly, that it would never be in a position to take care of the retrospective problem.

The fourth option coincided pretty completely with Neil Harlow's

suggestion that there should be a multiplicity of collections around the country which would be denominated national collections or national libraries, and that they would somehow be supported in exchange for a national service responsibility. We thought that there must be adequate bibliographic control for each of these national collections so that they would be able either to supply requested data from the resident collection or be able to obtain it from another source. It was pointed out that things are happening quite rapidly in the field of data transmission.

The actual time frame for this project is a little uncertain. It was suggested that with the communications systems that are competitive with A.T.&T., and also cable television, we are perhaps on the threshold of a much greater capacity for the transmission of information, perhaps, but not as a substitute for setting up a national system of centers of resource excellence.

It was also pointed out, and discussed at some length, that if we were going to have a number of collections--and we were talking about at least fifty to a hundred national collections in specialized fields like German literature, or even sub-fields like maritime labor or labor problems in the auto industry--supported by federal funds there would naturally be a desire to spread these centers geographically, even to the extreme of having at least one in every state of the Union. This runs counter to the existence of present strengths in the country. We did not solve this problem, but we think it is something that is going to have to be solved by whatever group actually would select these centers of resource excellence.

Finally, on the subject of financing, which of course is all important, we think it important that whatever system of financial support is worked out it recognize the existence of very strong collections, built over decades or centuries at considerable cost, and that if a library is prepared to make these collections available nationally, it would be financed for this service.

That is as far as we went, but we felt in an hour and fifteen minutes perhaps that was as far as we could be expected to go.

* * * *

MR. VOSPER: Thank you very much Rudy for that succinct and logical analysis.

We now ask Mr. Jeffs to summarize the discussion on the national periodicals resources center. As you well remember from the report of Mr. Jeff's committee on this subject, the idea of a central agency that would bear the brunt of interlibrary lending of journal articles has been gaining strength for some time. We have had before us the operation of the National Lending Library in Boston Spa and there is, naturally, an interest in determining whether such an organization could function here in the United States. The purpose of the discussion group led by Mr. Jeffs was to ascertain the acceptance of this concept and to raise the most important questions which would have to be answered concerning its operation and administration.

MR. JEFFS: Rudy talked about straw men. My figure of speech might be mining, because our group did a little placer mining in scratching the surface. I can't say we came up with any rich store of rough gems or flakes of gold but the discussion did indicate that in the future many deep shafts will have to be sunk in order to bring into existence a rationale for a national periodicals resources center.

My interpretation of the discussion is that those present felt rather strongly that there is a need for a periodicals resources center and this for three reasons. First, there is the financial crunch now being felt by most academic libraries along with the soaring costs of journal subscriptions. Everyone agrees that these rising costs must be controlled, in such a way that libraries can subscribe to those journals most in demand while not having to put an undue portion of their budgets into subscriptions.

Secondly, the larger academic libraries look to a periodicals center as a source of some relief from the interlibrary lending burden they now carry. If the center could be developed, some of this responsibility would be taken off the shoulders of the larger libraries. There appears to be agreement that this is a real problem that must be attacked.

The third reason--probably the most important and one on which the dissussants expressed themselves in very strong terms--is that a periodicals resources center would improve access to journals for all library users. Certainly the present interlibrary loan system is imperfect at best and unless new methods of interlibrary access are developed the present system will become even less effective.

There was no agreement, however, on the exact nature of the proposed center. For example, should it be a point of first or last resort? The answer to that question would determine the nature of its collection. Should it be comprehensive or selective, and should it collect only little used materials? There was a great deal of discussion on this point but no resolution.

We also explored the possible impact that a periodicals center would have on present organizations such as the Center for Research Libraries.

Part of our discussion revolved around the subject focus of the journal collection in the proposed center. Should it follow the practice of Boston Spa, concentrating initially on scientific and technical journals? I think the general feeling was that the collection should not be so limited and that the possibility of collecting in the social sciences and the humanities should be explored at the very outset.

We did discuss the problem of financing a center. The feasibility of substantial support from the federal government was brought up. It was argued that since the resources in the proposed center would be national resources the primary funding burden should be borne by a federal agency, especially the start-up costs which will be substantial.

No clear alternatives to federal support were presented, although there was the suggestion that if the center would be of great benefit to libraries

and their users then libraries should find the money in their present budgets to develop and support it. Increased support for the periodicals collection in the Center for Research Libraries was given as an example of this kind of funding.

In general, then, it was clear that our discussion group perceived a periodicals resources center as important to improved access to the journal literature, while at the same time it would provide relief for the larger lending libraries which can no longer support the lending burden they now bear. There were, however, no answers to the hard questions that are posed by the research and development aspects involved in such a center.

* * * *

MR. VOSPER: As I made clear before it has seemed to a number of us that if projects of the types suggested by Rudy Rogers and Joe Jeffs are to become operational, we need to give a good deal of thought to the organization and mechanisms that will be needed. Jim Haas has been addressing his thoughts to this problem for at least two or three years. Perhaps he can now give us his final distillation.

MR. HAAS: I promised our discussion group that I wouldn't try to summarize and synthesize what was said. It really would be an impossible task. I doubt that I can even report with precision the full range of views that were expressed. I will try to do so quickly, however, and perhaps reflect a little on the ideas put forward.

We have a bit of a problem here in that when we talk about a mechanism for collective action we are talking about the old chicken and egg situation. On one hand, a mechanism must be developed to accomplish certain tasks; on the other, the performance of those tasks tells us what kind of a mechanism we need. Consequently, the mechanism is constantly evolving.

Let me start by stating the proposition. Looking to the future it seems apparent that a number of new organizations and services may be developed to improve resources and access to them. For example, we might see one or more lending libraries for journals; again, national pools of negative microfilm might be developed to meet the needs of libraries and reprint publishers. It is also conceivable that computerized data banks will grow in number and perhaps be rationalized along national lines.

Then there is the continuing, gnawing conviction that some kind of national preservation program is still a valid, if unclear, objective of research libraries. And one should not discount the possibility of a national plan for the rapid transmission of information, rather than the transmission of information carriers, such as books and periodicals. In a sense, such transmission is an essential corollary to any responsible program of collection development.

Given these possibilities and also an infinite number of other virtuous and desirable bits of action on the part of research libraries, the question is: How do we go about doing them? Our proposition--and we think it quite important--is that the proposition itself must be understood. It starts out

this way: That perhaps there are three very fundamental elements that we, as research librarians, are concerned with day in and day out.

The first is the element of resource development, that is, our capacity to provide information.

Number two is the creation of the bibliographic record necessary to identifying and locating the information, regardless of the form in which it appears or the place in which it is stored.

Number three is the capacity to provide appropriate service to individual users because, after all, it is the needs of the individual that libraries should satisfy.

With regard to bibliographic control, I believe there is a general conviction that the national libraries, especially the Library of Congress, have an obligation that transcends, in a sense, every other obligation that they have, and that is to be the center for bibliographic information. There should be no constraints or limits on this national responsibility.

Concerning the service capability of libraries, obviously each library sets its own style, its own standards, and develops its own capabilities and uses its own resources as it sees best.

For the remaining segment of the problem, that of resource development, we are not quite as clear as to the best possible course of action, whether in regard to the development of a national periodicals resources center, national centers of resource excellence, etc. Certainly, there is a feeling that no one library can assume the responsibility of comprehensive resource development and delivery but, rather, that this task is the responsibility of research libraries both here and abroad acting collectively.

What is needed then is the machinery for effective collective action. Now I don't know what this machinery should look like and our discussion group could not delineate it with any accuracy. I went into our discussion, however, with a conviction that the machinery is needed and I came away from the discussion with that conviction reaffirmed.

We started by stating the proposition that a national research library corporation might be the necessary mechanism. I would have to report that there are various degrees of support for this idea. Some believe that this capacity for collective action is long overdue and will be needed even more urgently in the future. For example, its proponents see it as being an essential mechanism for the implementation of programs that might evolve from the activities of the National Commission on Libraries and Information Science. It is also seen as an attractive structure for generating funding from foundations and the federal government for one or more specific programs whose products would be very visible and have a national impact. In this respect, the corporation would amplify the input of dollars and effort on a national scale.

This type of thinking reflects the conviction that information is something that should not be restricted to certain groups of people. It must

be accessible to everyone who needs it. It is not overstating the case to say that we have a major social obligation to make certain that on the national and international levels everyone has access to the information he needs.

At the other extreme of the opinion spectrum, there was some skepticism that a national structure--still another national structure is the way it was presented--would serve any real function that could not be served just as well by the cumulative contributions of a number of local and regional subject oriented structures. To oversimplify a bit, this viewpoint involves agreement that we need a system of access to journal literature better than we now have, and that we need national centers of resource excellence. Both of these objectives could be accomplished by looking to the Center for Research Libraries which exists and is functioning. There is no need to bring into being a new structure.

There was, naturally, a group that landed somewhere between these two extremes.

As an acceptable generality, I would say that what we are after here--the development of a capacity for really effective action on our major problems--is as complex a topic as research libraries and the general structure of higher education have ever approached. We came out of our discussion group with no firm answers but with the firm conviction that we have the skeleton of a viable idea and that at this point in time this Association should devote itself to putting muscle and flesh on that skeleton, so that its ultimate validity can be judged. We must test the concept of a research library corporation if only to assure ourselves that we don't need it.

* * * *

MR. VOSPER: Before beginning discussion of these topics from the floor, it is probably appropriate to point out that some ten years ago the ARL reorganized itself in the face of evolving new needs. The Association decided that it could no longer be a discussion group which looked to others for the solution of major research library problems. It was clear that the ARL had to become more operational and, consequently, in the last few years it has undertaken some significant programs. I suggest that we have come to another point of re-evaluation of our activities.

Is the membership of the ARL capable of stating clearly realizable objectives, of developing some kind of chart for future action out of its collective experience at a time when a great many other people and organizations are looking to us for just such statements and charts? The questions have been posed and clearly this Association must come up with some answers.

ELIZABETH HAMER (Library of Congress): Could you comment further, Mr. Jeffs, on the specific functions of a national periodicals resources center?

MR. JEFFS: I think vagueness on such matters characterizes discussions such as ours. I have made an assumption, however, that most of the people in our group had accepted from previous discussions of this topic that the

center would be set up to collect periodicals in depth and perhaps comprehensively and to provide the best possible access to them. Our discussion focused on the nature of this center. For example, should there be one or several? There really didn't seem to be any disagreement over whether or not we needed such a center.

We didn't discuss at length the specific functions to be performed by this organization. I think we assumed that it would be similar to the operation in Boston Spa, concentrating on current subscriptions, either on a comprehensive basis or limited to certain subject fields, and making these available either as a point of first or last resort. Some of the discussion concerned whether or not the center should collect little used materials, such as is done by the Center for Research Libraries up until very recently.

Agreement was not reached on any of these questions. There was a general recognition, however, that if the center gave good service, regardless of the nature of the service rendered, individuals would turn to it more and more and that its collection and service capability would, therefore, increase. This has been the experience at Boston Spa.

One of the points that kept coming up during our discussion is that we librarians really don't know what journals are in most demand at any given time. We think we know, but we have no good studies on which to rely. I believe there was a general consensus that we need more information on this subject before we make a commitment to a national periodicals resources center.

LESLIE TRAINER (North Carolina): Has anyone thought of approaching this problem of access to journals by altering the form in which journals are published? Perhaps in figuring out how to use the present form of journals we should determine how to alter the form to meet individual information needs.

MR. JEFFS: There was no direct discussion of that subject. We touched upon it in a peripheral fashion by discussing whether or not a center would provide materials in facsimile.

MR. BYRD (Indiana): I don't see why the ARL should be afraid of making a mistake; it has made a number in the past. Why not proceed with the development of a research library corporation sooner rather than later. It seems to me that if such an organization is called for its development should precede the other two activities mentioned this morning. I don't think this opinion calls for an answer but I believe it should be kept in mind by those who will make the decision.

MR. BOSS (Tennessee): In our discussion group, which delt with the periodicals center, there was a difference of opinion as to whether one center would suffice or that several were needed to fill the needs. The answer to this question hinges in part on whether or not one copy of a journal article, or monograph for that matter, is enough for the entire country. If it is it would seem foolish to buy five copies for five scattered centers.

I think we might address this question: Are we attempting to reduce our

commitments and our expenditures or are we attempting to obtain more for our present dollar by sharing jointly the purchase, the storage and the circulation of those items that are used so infrequently that we can house them in one location? If the latter part of that dual question is the case, the creation of a single national center would be desirable. If, on the other hand, we are dealing with frequently used items we should be talking about several centers at least.

MR. JEFFS: I think that Mr. Boss has raised a question relating to our established patterns of collection development. There is a large amount of duplication in the journal collections of libraries. Whether or not that duplication is always necessary will not be debated here. This procedure, however, will be difficult to change because of local circumstances. We can philosophize about the fact that a large percentage of our collections is never used. But that will not change the demands placed upon us to purchase these materials.

Perhaps the present austerity budgets will force us to re-evaluate some of those old patterns and change present procedures to allow one or only several copies of a given title in one or more centers to serve the real need.

MR. LORENZ (Library of Congress): I would agree that some capacity for collective action needs to demonstrated in the near future. It seems that the only federal resources that we can count on for the foreseeable future are those that become available under Title II-A of the Higher Education Act. On the other hand, I see the possibility that one hundred or two hundred college and university libraries might get together and formulate a proposal for collective action in fiscal 1973. This would demonstrate a capacity on the part of the academic library community to reach some joint agreement on solutions to national bibliographic problems.

This collective action might demonstrate at the federal level a willingness to come together to fill a national need. A plan developed by this large number of libraries in concert would have a much better chance of funding than individual proposals received from this group of libraries.

I believe there is a feeling in Washington that the funding of many small projects is simply dribbling the money away and that what is needed are collective actions on a much larger scale than we have had in the past.

MR. VOSPER: A question that came up in at least one of the earlier discussions was the possibility of funding for the type of proposal you suggest. Would you care to comment on this, John?

MR. LORENZ: I think we already have a precedent for this kind of collective action that has been supported at the federal level, that is, the support under Title II-A for the acquisition program of the Center for Research Libraries. That achievement took a great deal of selling but it was finally sold. I think that this experience can be repeated.

MR. PING (Wayne State): I think Neil Harlow made a very important point in his paper. It is that all of us represent very independent institutions,

and yet we have responsibilities that transcend those institutions. How do we get the officers and faculties of our parent bodies to accept this latter kind of responsibility? Unless their particular attitudes change our capacity for collective action on a national level will be severely limited.

MR. ROGERS: I should like to go back a minute to Dick Boss's question. I believe it was this: What are we trying to do here, save money or improve service?

I think we are trying to do both and it seems to me a particular virtue of a national periodicals resources center and of the centers of resource excellence that they are mechanisms to which the local library can adapt very easily. It is not forced to give up its own collecting procedures. If it has a large local need it can go right on filling it. But the mechanisms for sharing resources are there if needed.

I believe that if it is there both the fiscal realities of universities as well as improvement of services will force us to make use of them. Today we are trying to bring our judgment to bear on these problems and really test whether or not the kind of structures we are talking about establishing really conform to our objectives as research libraries.

MR. HAAS: I should like to underscore a couple of points. One of our prime objectives is to make effective use of our total resources, our institution's dollar resources and those generated from outside, such as those from the federal government, state governments, foundations, etc. I think that members of the faculties and administration must begin to think in terms of extending our capabilities rather than extending our own collection resources. Our object should be to extend the impact of our talents and our dollars. That is substantially different from building bigger and ever bigger collections.

Secondly, I would say that the real challenge to the ARL is to make sure that it determines what decisions are made in this area. It should not be a passive observer of events.

MR. VOSPER: Mr. Haas's remarks are very much to the point. There is no doubt that we lack a good deal of information on the problems we face. Study and analysis must go forward very soon.

I think it has been made clear that there is a need for collective action that implies a willingness to share resources and thereby extend them, and to thus forego certain local capabilities on behalf of the national interest. This assumption underlies a great deal of our recent discussion.

In the past we have moved forward in small ways. The question now is whether we shall move on a broader front with this kind of commitment.

MR. STONE (New York University): I believe these studies must be carried on but it seems to me there are four elements that need to be coordinated if we are to meet with any success.

First, the Association of Graduate School Deans is now very upset about the financial distress of its institutions. We heard that there is talk among government agencies about federal funding that would be limited to the best fifty graduate schools in the country. It would be unfortunate if those fifty included thirteen that didn't have good libraries. I am suggesting, therefore, that there should be a close relationship between the ARL and the Association of Graduate Deans to preclude that problem.

Secondly, there are some research libraries of great value to scholars that are not represented in this Association, such as the Folger, Newberry, Huntington and Morgan. These libraries are great national resources. Their financial situation is hurt, however, because they must continue to buy, organize and store secondary sources, when their strengths are in their primary sources.

Next, the National Commission on Libraries and Information Science should be brought into these studies we suggest.

Lastly, what about the suggested change in the formats of journals? The Modern Language Association is accomplishing this at the present time. This change in format may have tremendous impact on libraries and it seems to me that this Association might work effectively on strategies such as this.

MR. VOSPER: Let me comment on the first two points. There is no doubt of the need for coordination with such a body as the Graduate Deans. The ARL has attemped to strengthen its ties with such organizations over the past several years. We have been successful in that there is now a Committee on Research Libraries of the American Council of Learned Societies, and we have a Joint Committee on University Library Management consisting of ARL representatives and university administrators appointed by the American Council on Education. We must continue to move in this direction.

Secondly, in terms of the independently funded research libraries, the Association is on record before Congress in support of federal funds for them. There is no doubt that the libraries of the learned societies and others not attached to institutions deserve to be supported in every possible way.

I should like to close our discussion this morning with an understanding among the representatives that the Association should in the near future bring out a clear statement of intention with regard to the activities we have discussed here today. The statement would emphasize the need for collective action without trying to be too specific on such matters as whether or not there is going to be one national center of resource excellence or fifty, one periodicals resources center or three, etc. What I am suggesting is that we can publicly state that these types of collective activity are of the first order of importance to this Association, and that we have the responsibility of trying to come up with effective national programs. I am prepared to put anyone on the spot who wants to argue with that statement.

Otherwise, let me thank all of you, particularly those who developed discussion papers, for giving us the chance to help the ARL in formulating yet

another stage of its evolution.

MR. McDONALD: The Association is indebted to Mr. Vosper and the Federal Relations Committee for this program. Our mandate is quite clear.

BUSINESS MEETING

Election of New Board Members

MR. McDONALD: Our first order of business is the election of three new members to the board of directors. Each representative of the Association received the report of the Nominating Committee early in December.

The candidates for election to the board are: J. Richard Blanchard, University of California, Davis; Frank P. Grisham, Joint University Libraries; Ralph Hopp, University of Minnesota; Roy Kidman, University of Southern California; and Warren Kuhn, Iowa State University.

The tellers for the election are David Heron and Robert Johnson.

Let me fill the moment while you mark your ballots by thanking, on behalf of the entire membership, the three board members whose terms are expiring: Jim Haas, Dave Kaser and Bob Vosper. We are indebted for a combined effort which must extend over a decade on the board . Their contributions have been great and we shall miss them.

[After a short interval, Mr. McDonald announced the results of the election.]

MR. McDONALD: The following ARL representatives have been elected to the board of directors for three-year terms. Ralph Hopp, Roy Kidman and Warren Kuhn.

Report of the Membership Committee

MR. McDONALD: The next item on our agenda is the report of the Membership Committee. As a result of the discussion of an earlier draft of the committee's report in Colorado Springs last May, a number of changes have been incorporated into the final draft which is in your hands. Mr. Locke, chairman of the committee, will recommend a few further refinements of the membership criteria today.

The membership should be aware that this report was discussed by the board at its meeting yesterday and comes to you with its endorsement.

MR. LOCKE: The committee agreed that the recommended membership criteria will not result in a rapid expansion of the Association. Certainly there will be some growth, but it probably will not be large.

I shall not read the whole report: I shall just run quickly through the key recommendations.

The first is that the criteria for membership be voted by the members and reviewed every two years.

Number two: Invitation to membership in the ARL will be automatic for any university library whose published figures meet the criteria for admission and which wishes to join.

Number three: The ARL statistics should be expanded to include figures on current serial and journal titles received, on total number of PhDs awarded, and on the number of fields in which PhDs are awarded.

Number four: To be invited to membership automatically, a library must maintain for a three-year period an average of over 50% of the current median of the first eight of the key ARL statistics; over 40% of the last two.

Number five: The key statistics should be the following:

a) volumes in library
b) volumes added
c) professional staff, F.T.E.
d) total staff, F.T.E.
e) materials and binding
f) salaries and wages
g) total operating expenses
h) current serial and journal titles
i) number of Ph.Ds awarded
j) number of fields in which PhDs are awarded

Number six: To maintain membership, a library may not fall below 40% of the median of any of the first eight of the key ARL statistics for four consecutive years; or below 30% of the median of either of the last two.

Number seven: In exceptional cases the ARL will admit libraries not meeting the criteria for automatic invitation to membership, the status of such members to be reviewed by the board of directors every fourth year.

Number eight: The bylaws of the Association should be amended as shown in the addendum. The change in the bylaws is to make possible the various recommendations.

It would be well for us to look at the suggested change in the bylaws. You will note that the language changes are minor in Section 1, Article II - Membership. We do recommend, however, that Section 2, which spelled out the qualifications for membership be dropped, and we insert in its place the following: "Qualifications for membership are established by vote of the members and are reviewed from time to time. The regulations in effect at any given time are available on request from the office of the Association."

Section 3 is a new section on termination. "Regulations for the termination of membership are established by vote of the members and are reviewed from time to time. The regulations in effect at any given time are available on request from the office of the Association."

Finally, there is a new Section 4, but it has the same wording as the present bylaws about membership being nontransferable.

That constitutes the essence of the report of the committee.

Discussion:

MR. MILCZEWSKI (Washington): I propose an amendment to your report. It is that the first paragraph of the present Section 2 be retained. It does not interfere with your general statement about qualifications, and it does help define, in a general way, a major university research library.

[The motion was seconded.]

MR. LOCKE: If there is no objection, it would be helpful if we could act as a committee of the whole during this discussion. We shall proceed in that fashion.

MR. BRYANT (Harvard): I approve of keeping that paragraph because it may well serve our purposes with respect to other organizations that don't really understand the ARL.

MR. BOSS (Tennessee): The statement does give some guidance to the membership in setting the qualifications for new members. It states a basic principle which should not be violated too often.

MR. WEBER (Stanford): I agree that we should keep the paragraph in question and suggest that it be made part of Section 1. It really is an expansion of the new first paragraph, rather than a precise definition of qualifications for membership.

MR. LOCKE: I agree with you. If there is no objection, we shall consider amending the bylaws by retaining the present second paragraph of Article II, Section 2, as a part of Article II Section 1.

MR. McNIFF (Boston Public): I should like to see all comments on termination of membership under Section 3. I don't believe termination should be mentioned anywhere else.

MR. LOCKE: That is a good point and easily accomplished. If there is no objection, that change will be made.

MR. BERTHEL (Johns Hopkins): I should just like to ask a question. Has the Association at any time tried to define each of the statistical categories used in the statistics to the satisfaction of a majority of the members? These statistics now assume great importance because they will provide the criteria for membership.

MR. LOCKE: One of the earlier drafts of the report recommended that the Association should develop definitions for these satistical categories. It was deleted from subsequent drafts because the board of directors thought that the subject was not part of the charge to the committee. The board is aware of the importance of this matter, but thought that it would be taken care of subsequent to the development of the new membership criteria.

One member of our committee, John Gribbin, still thinks that this matter of definition of statistics should be part of our report. Perhaps John would like to speak to this point now.

MR. GRIBBIN (Tulane): I do believe that there is a need for a committee to define accurately the statistical measurements we shall be using to admit new members. It simply isn't possible to base an invitation to membership on purely quantitative criteria unless the quantitative units are well defined. As long as there are varying interpretations, automatic application of the criteria becomes impossible, and the computation of the medians likewise becomes impossible. For example, there is the subject of the number of volumes added. Do we use gross or net figures? Do we include fringe benefits in salaries and wages? Do we include or exclude duplicates in counting subscriptions to current serial titles? These are just some of the questions I think must be answered before the statistics have validity as a membership device.

Much important work has been done on statistical definitions by the American National Standards Institute and other organizations. The ARL should make use of this work. To do so, I think a committee should be appointed to recommend statistical definitions that the membership can adopt as official.

MR. HAMLIN (Temple): I certainly would support Mr. Gribbin in this and I think Bill Locke feels the same way. We simply thought that something as important as this would be taken care of by the Executive Committee and the staff and that it need not be tied to the report submitted today.

MR. McDONALD: The board would be happy to consider this recommendation at its meeting tomorrow morning. I am sure you are all aware of the great difficulty in fashioning precise definitions agreeable to all. It is a complex matter and I am sure that none of us wishes it to stand in the way of agreement on the new standards for membership. We certainly can work away at the problem through a committee as Mr. Gribbin has suggested.

MR. WILLIAMS (Center for Research Libraries): Before voting on the report as amended, I have a question regarding the second recommendation: "That admission to the ARL be automatic for any library whose published figures meet the criteria for admission and which wishes to join." I question the word, "admission." The bylaws state that membership is by invitation. I suggest that to bring the recommendation of the committee into line with the bylaws the wording be changed to denote that an invitation to membership be automatic, not the admission itself.

I also need clarification on another matter. The bylaws state that invitations to membership shall be issued at the initiative of the board of directors, subject to the approval of the membership. Does this mean that the board can issue an invitation, but that it is up to the membership to finally approve a new member? Or does it mean, in this case, that the invitation shall be issued by the board only after approval of the new member?

MR. LOCKE: We have left the original wording of the bylaws stand in this regard. The reason is that we feel it adequately covers the case of

nonuniversity libraries. In those cases, the board would vote to tender an invitation and would seek approval of the members before extending it. On the other hand, the members would not have to approve an invitation to a university library that met the criteria and wished to join. The invitation and approval are pro forma because if the new criteria and procedures are adopted the invitation is automatic. The older membership procedure would still apply to nonuniversity libraries.

I might say that our seventh recommendation allows the membership to admit any library that it feels should be in the ARL. There is no question about that.

FROM THE FLOOR: If libraries other than university libraries will be admitted to the ARL under these new regulations, will you attempt to define them as you have defined a major university library?

MR. LOCKE: I would not attempt to do so.

MRS. HAMER (Library of Congress): In Section 3, termination of membership is left up to the general membership entirely with no action needed by the board of directors. Was this intended?

MR. LOCKE: Since the members established the regulations, they can vote the directors into or out of the process of termination. For example, the members could establish a special committee to study a possible case of termination.

If there are no other questions on the report, I would suggest that perhaps the membership is ready to vote on its acceptance.

MR. McDONALD: It must be made clear that the vote to be taken applies to the report as amended, but that it does not amend the bylaws. We are voting approval of the report and the language of an amendment to the bylaws which will be formally acted upon at the next meeting of the Association in Atlanta.

Those in favor of accepting the report of the membership committee as amended, and of the suggested changes in language of Article II of the bylaws, signify by raising your hands. Those opposed. Let the record show that the report is accepted unanimously.

MR. LOCKE: Are there any further questions relative to any part of the report that you would like to ask before this matter is closed?

MR. KUHN (Iowa State): There are any number of lists of fields of doctoral study in use today. Which one will be used to determine that particular item in the annual statistics?

MR. LOCKE: We had hoped that the Council of Graduate Schools would have an authoritative list which we could use. It has, unfortunately, delegated the job of drawing up this list to the Educational Testing Service which, as I understand it, will draw up a list of doctorates rather than PhDs. This means its list will be very large and, to my mind, unusable for our

purposes.

I would suggest that the committee which will work on statistical definitions should also be responsible for coming up with a list of PhD fields.

MR. McDONALD: The board will be happy to take up this additional matter tomorrow. I am sure the board will respond to the obvious need to provide adequate underpinning for the new statistical measures for membership. I don't think any more than that can be said now.

I would point out that the ARL has long operated with a high level of trust among its members, board of directors and officers. Certainly we shall do our best to provide statistics that are meaningful and consistent.

[The final report of the Membership Committee as amended and approved and the proposed changes in language of Article II of the bylaws appear in these Minutes as Appendix D.)

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Report of the Interlibrary Loan Study Committee

MR. McDONALD: We now turn to the report of the Interlibrary Loan Study Committee, Arthur McAnally, chairman. To provide you with some background on the origin of this report, I am going to call upon our executive director, Steve McCarthy, for a little history.

MR. McCARTHY: Two and one-half years ago or thereabouts, Arthur McAnally was detailed from the Committee on the Availability of Resources to serve as a representative on the ALA committee working to revise the interlibrary loan code. Arthur worked manfully for a considerable period on that committee and was responsible for some modifications in the national code and for advancing the idea of a model state code.

Throughout the discussions which surrounded that undertaking, it was clear that a number of ARL member libraries were getting more and more concerned with the ever increasing volume of interlibrary loans and with the costs which they were having to bear in order to respond to these requests.

Arthur was asked to consider this question further over a period of several months, and he and a committee, which was formed at that time, worked on the broad parameters of a study of this kind. In the spring of 1970 this work resulted in a proposal to the National Science Foundation which was funded shortly thereafter.

That is the historical background as I recall it.

MR. McANALLY: The study of interlibrary loans has been completed for the ARL by WESTAT Research, Inc. It will be published by Greenwood Press and will be available next month. I believe that it is a thoroughly sound study which should gain wide acceptance in the profession. It provides fundamental data on costs as well as very useful information on the characteristics and magnitude of the interlibrary loan activity in academic libraries.

The report is a very complex one requiring careful study. Do not read the Summary and think that you have the gist of that report; you must look at the total report.

It does not provide all of the information needed, of course. The scope of the study was limited by available funding, but it does accomplish exactly what we set out to do, which was to provide certain basic data essential to further planning in this major problem area.

Proposals for the next study in this field have been developed by representatives of our Interlibrary Loan Study Committee, the special committee on a national periodicals resources center, and the executive director. These have been submitted to the NSF for consideration and possible funding. The decision on that proposal is expected by the end of March.

Thus, our assigned task has been completed. The proposed new study combines the work of two different groups. We believe if it is funded that a new committee should be constituted. Therefore, we have asked the board to discharge our committee.

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Report of Committee on Federal Information Resources Conference

MR. McDONALD: This past spring the Association of Research Libraries co-sponsored the Second Federal Information Resources Conference as it had co-sponsored the first. That conference was held in Washington on March 30 and 31. Growing out of it were a number of recommendations having consequence for the Association of Research Libraries. For this reason, a committee of the ARL, with Carl Jackson as chairman, was appointed to deal with the recommendations of this conference.

Carl's report has not been distributed in advance, but he is here to make an oral report to you now and to answer your questions.

MR. JACKSON: The ARL Federal Information Resources Committee was established by the Executive Committee in June, 1971, and was charged with advising and "assisting the executive director in attempting to carry out the recommendations of the [Second Federal Information Resources] Conference."

Those who attended the conference will recall that a wide array of recommendations issued from the speakers and participants and the conference adopted a sweeping resolution urging the sponsoring groups (COSATI Panel, Federal Library Committee, Office of Education and ARL) "to carry out to the extent possible" those recommendations.

Given the range and variety of the recommendations, it would be difficult to enumerate them here. We refer those sufficiently interested to the Proceedings of the Second Conference on Federal Information Resources.

As the committee began its task, it made certain assumptions: 1) that the ARL's Committee on Negro Academic Libraries would address itself to the recommendations relating to those libraries; and 2) that the COSATI Panel

would, concurrently with our committee, be examining the recommendations. To our knowledge, these assumptions have proved true and actions regarding some recommendations have occurred.

At the first meeting of the committee, priority was given to the recommendations contained in the paper by Dr. Neal Harlow due, among other reasons, to the awareness that these were specifically directed toward the ARL.

Harlow's thesis is that in spite of the complex problems facing libraries and other information agencies, there is no "information community," but instead a group of non-communicating and often antagonistic "factions." Indeed, he further contends there is little cohesiveness or unity in the "library community." Even research libraries are represented by numerous disparate organizations such as ARL, ACRL, SLA, MLA, AALL, ASL, and others.

Thus, he proposes the establishment of a "joint task group, in union with the information community" as an "innovating and initiating force" to "reassess the informational needs of the research community, and the place and stake of the research libraries in satisfying them."

Further goals of the group would be to "develop a statement of objectives for research libraries . . . and to develop a program of informational activities . . . ."

While the committee took issue with some of Harlow's interpretations of components of these information community groups, there was nevertheless agreement that a clear need now exists to draw together a working group to begin the task he suggested.

Some question exists as to the makeup of such a task group. In particular, the communications industry represents a problem in that inherent philosophic differences divide such sub-groups as publishers, information repackagers, and research organizations on the one hand, and libraries on the other. Matters presently in contention include the issue of photocopy and copyright, the apparent new tendency of federal agencies to give compiled information to repackagers to sell to libraries, and the issue of the GPO publishing in microformat. Given the implications of the term, "task group," it would appear unlikely that these groups could work toward common goals without running aground on these shoals of contention.

Nevertheless, there is a need to unify the various academic and research library groups in an attempt to focus on common goals. Similarly, it may well be time that we developed a fuller dialogue with our various user groups, in spite of the difficulties inherent in establishing meaningful representation from the various sub-groups.

Thus, in the belief that there is indeed much to be gained from such action ranging from short-term political advantages for the ARL to the more fundamental value of identifying and moving toward concerted national objectives, we recommend that the ARL establish two task groups to explore and aim toward the general objectives outlined in Harlow's second through fifth proposals.

The first task group would be comprised of representatives of the academic and research library community, drawing on such agencies as the ACRL, SLA, MLA, and AALL, and with representation from the Federal Library Committee. The ARL might want to consider representation from its board and its Federal Relations Committee, as well as other units presently concerned with developing national programs and goals.

The user task group might be comprised of representatives of the broadest discipline groups and academic societies, such as the ACLS, AAAS, SSRC, EJC, ACE, AAU, NSA and others. These agencies are listed for illustrative purposes only and the list should not be considered exhaustive.

This second task group presents a major challenge to the ARL in view of the likely need to first orient and educate the members of the group before attempts can be made to define needs and goals. It is recognized that there may well be a major difficulty in developing a group with commitment to the task, but that does not invalidate the desirability of making the effort.

Finally, the committee recommends that in view of the limited duration and the specific mission of these task groups, the ARL consider the desirability of the later formation of a standing group by whatever name--panel, forum, parliament, or council--which would include representatives of the communications industry, as well as some of those representatives presently included in the task groups, to establish a continuing dialogue and serve as a mechanism for interaction.

Clearly, this committee has not made the effort to examine the procedural aspects or the costs of these recommendations, but has concerned itself with only the substantive aspects. Considerable detailed planning will be needed from this point if the ARL sees fit to accept these recommendations.

The second order of priority for the committee was to give attention to the recommendations of William T. Knox, since it was our recollection that he had aimed his discussion specifically at the ARL. His remarks reflected a negative view of librarians, their accomplishments and their role in society. His contention that "Libraries on a national scope have begun to bestir themselves" only since COSATI formed its Task Group on National Information Systems suggests an insufficient awareness of twentieth century library developements.

Knox's proposal, although somewhat difficult of interpretation, calls for the "establishment of guidelines for communicating with the ultimate user via computer terminals." He points out that users currently have great difficulty in using existing computer data banks and that ARL could guide the development of hardware, software, and procedures that would permit effective utilization of these information resources.

The committee is presently preparing a recommendation that ARL sponsor a proposal for the design and supervision of a study to 1) survey areas now served or unserved by computerized data banks, and 2) evaluate ways in which various disciplines might best be served, i.e., selected dissemination of information, current awareness, retrospective searches, and on-line vs. off-line access. The study likely should include an evaluation of existing

computerized data banks.

Your committee will continue to examine the recommendations of this conference and to report its reactions to the executive director and to assist him as he desires in carrying out these recommendations.

* * * *

Report of Committee on Negro Academic Libraries

MR. McDONALD: We now have a report from the Committee on Negro Academic Libraries. I would like to say, by way of introduction to Frank Grisham, chairman of the committee, that this committee came into being also as a result of the Federal Information Resources Conference. There was discussion on Negro research libraries. Among the remarks I made was the suggestion that if the Subcommitte on Negro Research Libraries thought well of the idea, the Association of Research Libraries would be glad to create a counterpart committee to work with it in whatever ways the subcommittee thought would be fruitful.

The subcommittee did approve of this idea and, as a result, the ARL board authorized the appointment of the ARL Committee on Negro Academic Libraries. The members of that committee are Frank Grisham, Dave Kaser and Arthur Hamlin.

MR. GRISHAM: Thank you, Mr. President. Our report is for information only. The ARL Committee on Negro Academic Libraries was appointed in June of 1971. Its responsibility is to cooperate with the Subcommittee on Negro Research Libraries of the COSATI Library Panel in all appropriate ways by which the ARL and its members may be of assistance to the libraries in the predominantly black colleges and universities of our nation.

This charge has resulted in an opportunity for a close working relationship between Mr. Burt Lamkin's subcommittee and the ARL. Your committee, joined by Mr. McCarthy, met in Washington with six members of the subcommittee on August 13, 1971. Among the potential areas of cooperation discussed were library management, planning and management of space, staff development, collections development, and communication.

To provide the framework for addressing these needs, your committee has suggested to the board that it be given authority to initiate the following actions, subject, of course, to the subcommittee's receptiveness to these ideas.

First, a program of pairing or twinning that would align an ARL library with a predominantly black library for purposes of cooperation. Participation would be on a volunteer basis with the committee providing an opportunity for one library to seek out another and develop a program of mutual benefit.

Number two, to provide assistance to the subcommittee in its several projects. One now under way, the African-American Materials Project, should be involving all the ARL member libraries in the Southeast. Number three,

to identify a bank of experts that could be utilized to meet specific needs of the predominantly black libraries. These libraries are in the process of surveying their needs. When this is completed, a matching of our resources with their needs could be easily accomplished. In essence, such a program could constitute a referral center. I would remind you that it would work both ways. This group could help us and we could help them.

Number four, to encourage ARL members to open up additional lines of communication with these institutions by placing them on their mailing lists to receive, where practical, materials and notices from the ARL and individual libraries. Opportunities for social interaction should be continually sought.

It has occurred to us that in some instances the problems of the predominantly black libraries may be more akin to those faced by ACRL libraries than ARL libraries. With this in mind, your committee has opened lines of communication with Mr. James F. Govan, chairman of the ACRL Advisory Committee on Cooperation with Educational and Professional Organizations. I have had an exchange of correspondence and several telephone calls with Mr. Govan. The ACRL committee is also developing a program of cooperation, and it is obvious that the two efforts should be coordinated.

It is our feeling that the opportunities are good for our being of some service to our friends in the predominantly black libraries and at the same time for our receiving a return that will make our investment of time and energies extremely worthwhile. We are very optimistic about some of the possibilities.

I would entertain any questions that any of the members might have at this time.

MR. McDONALD: Thank you, Frank. We are extremely pleased to have this report since I do take some pride in having stimulated the establishment of this committee. I would add to what Mr. Grisham has said the thought that not only within this committee does the Association act with respect to the black libraries of the country, but proposals for other activities arise elsewhere in the Association. I believe that they will come to fruition as well as the efforts that arise within this committee.

Discussion

MR. MILCZEWSKI: I wanted to ask the committee if it included in any of its discussions the possibility of personnel exchanges between research libraries and the predominantly black universities? This would be an attractive idea, for example, to our own staff.

MR. GRISHAM: This idea came up in our meeting in Washington. We did not focus on it except as an area for future concern. We are not making a recommendation at this time. We would be happy to bring this matter back before the committee.

MR. MINDER (Pittsburgh): There is a considerable amount of raiding, if you will, by white institutions of qualified black persons from black

institutions. Some of the black institutions are really suffering very badly as a result, and it might be well to initiate some kind of an exchange program which would replace those who are leaving the black institutions with qualified people from white institutions.

I would urge the committee to look into this. We end up paying high salaries in competition, and the black institutions end up losing valuable staff. It is a very bad situation.

MR. McDONALD: Thank you for that comment. I am sure the committee will be interested in it. This phenomenon, of course, has been recognized at the faculty level for some time. It is not surprising that it would also emerge within the library staff.

MR. GRISHAM: I wonder if Arthur Hamlin, a committee member, would speak concerning the twinning arrangement between Temple and Lincoln. I think his example might be helpful.

MR. HAMLIN: Lincoln University, as you know, is a black institution about forty miles from Philadelphia. Actually, our twinship relation has a few simple elements. We invited Lincoln University to go through three or four thousand books we had set aside for a book sale. Three members of the staff came and picked out four or five boxes of books that they thought would be useful to them.

Then Lincoln University wanted to be put on the list to receive advance notice of lectures and concerts. We have an endowment in our library for this sort of thing. Lincoln felt that if a person were coming to lecture at Temple he might go to Lincoln that night or the next day. We have arranged this on occasion at some saving to Lincoln.

Also, a good many Lincoln students come from our immediate area of Philadelphia, and we have made sure that they know they may have library privileges at Temple during vacation periods.

Then we offered the library the services of any senior member of our staff for consulting purposes.

We fully expect to get benefits from this arrangement in return.

MR. McDONALD: If I am not mistaken, there was a previous arrangement between Lincoln and Princeton Universities for certain purposes involving, at least in some ways, the library. In the paper I did for the panel at the F.I.R. Conference, I tried to cite as many of these twinning arrangements as I could discover.

In mentioning this, I don't mean to claim a good deal for them, but they might have some uses for the membership as examples of the kinds of things that have been attempted through the years.

* * * *

Reports of the Commissions of the ARL

MR. McDONALD: We have reached that point in the program where the membership will receive its first glimpse of the changes that the new ARL organization is bringing to the Association. You will recall that our previous president, Tom Buckman, invented a new organizational structure for the Association and described it in a succinct statement circulated in March of last year. It was discussed at the Colorado Springs meeting and was voted official status at the business session of that meeting.

Since that time it has been my responsibility to try to implement the new commission structure by a series of appointments. For the most part, that effort has been successful, and we will at this time have reports from the chairmen of the new commissions.

I trust that you all have memorized the Buckman document and are fully aware of the names of these commissions and their functions. On the vague chance that that isn't true, let me tell you that the first of these is the Commission on the Development of Resources.

Second is the Commission on the Organization of Resources.

Third is the Commission on Access to Resources.

Fourth is the Commission on Management of Research Libraries.

There is to be a Commission on External Affairs. It is not yet appointed.

The ARL Executive Committee, normally made up of three officers, the past president, president and president-elect, functions as a kind of sixth commission for what we call Association affairs.

One of the commissions has stated its function so clearly that I should like to read to you its statement.

The Commission on Access has come up with this charge: To assess the adequacy and effectiveness of existing programs, policies, standards and procedures; to determine means for improving, rationalizing and advancing such adequacy or effectiveness; to report regularly to the board of directors, defining problems, identifying objectives and priorities, and recommending committees, or other ARL action; and to accept from the board the responsibility for coordinating activities within its general area of responsibility.

This statement seems to the board to capture the intent of the Buckman document very well, and to represent the central position these commissions have between the membership and the board, staff and officers.

In board meetings we have referred to these commissions by number. Number One is the Commission on Development of Resources. Doug Bryant is the chairman.

MR. BRYANT: The other two members of the Commission on the Development of Resources are Basil Stuart-Stubbs, who serves as the liaison between this commission and the board, and Cecil Byrd.

I think it might be useful if I read the charge to this commission. It is as follows: "To strengthen, by appropriate and effective means, the collections of research libraries, building wherever possible on existing cooperative programs involving divided responsibility for collection development."

The Commission has not seen fit so far to propose modifications in that charge. We may have some modifications to suggest in due course.

We have devoted our attention thus far, in two meetings of the commission and in two sessions with the Executive Committee of the Association, to dealing with certain organizational matters that seem to us to be useful first targets for attention.

There are five committees within the purview of this commission. First, the Committee on Copying Manuscripts and Unpublished Materials, chaired by Jim Henderson of the New York Public Library. At the first meeting of the commission chairmen with the Executive Committee of the Association, it was decided that Mr. Henderson's committee belonged, perhaps, more properly under Commission Number Three, namely the Commission on Access to Resources, and steps are underway to transfer this committee to that body.

Second is the Committee on Microfilming Dissertations, chaired, as you know, by Gus Harrer of Florida. The commission will recommend to the board the termination of the Microfilming Dissertations Committee as a standing committee. I have discussed this with Mr. Harrer, who agrees this action would be appropriate at this point. The committee has been established for a great many years. It worked out the arrangements with University Microfilms for the publication of American Doctoral Dissertations. In recent years, it has been the recipient of complaints and various other communications from libraries regarding the services of University Microfilms. Mr. Harrer tells me that in the past year he has received no communication from any library with respect to difficulty in obtaining dissertations from University Microfilms.

The only possible drawback, as we see it, to terminating this committee as a standing committee is that it may suggest to University Microfilms that the Association no longer has an interest in the quality of its service. I think that is a risk we may take.

In making this recommendation, the Commission would urge, of course, that the Association bear in mind that ad hoc committees can be appointed at any time to investigate particular aspects of dissertation acquisition or publication, not merely American but foreign ones as well.

The third committee is the Preservation Committee chaired by Jim Haas. With respect to it we have no recommendations to make at the present time. It is a committee which quite clearly has an enormous job to do and whose nose must be kept to the grindstone. We assure you that we shall try to do

this.

The fourth committee is the Foreign Newspaper Microfilm Project Committee, chaired by John Lorenz. What I have just said about the Preservation Committee applies certainly to the Foreign Newspaper Microfilm Project Committee.

We now come to a much more complicated committee, the Foreign Acquisitions Committee which is really about fourteen committees. It would be well for me to remind you of the structure of the Foreign Acquisitions Committee, simply because it is large and fairly complicated.

It is chaired, as you know, by Phil McNiff, with Marion Milczewski as vice chairman. There are four other members of the central committee, Ed Applebaum, Lloyd Griffin, Jim Henderson and Gordon Williams, who represents the interests of the Center for Research Libraries. Also on the committee are the chairmen of eight area subcommittees, chairman of the Foreign Newspaper Microfilm Committee, as well as the chairman of the Shared Cataloging Committee.

Attached to the Foreign Acquisitions Committee are two special committees, the advisory committees to the Center for Chinese Research Materials, and the Slavic Bibliographic and Documentation Center.

The Commission found itself drawing quite a sharp distinction between the Western European Subcommittee on the one hand, and the seven other area subcommittees on the other.

It seems to us that in recent years there have been at least four major changes in the context within which the Farmington Plan in Western Europe has operated. No one among us would have any other view but that the Farmington Plan was a noble concept and has in the years of its existence played a very important role in the development of research resources in the United States. There are, however, as I said, at least four major changes in the situation with respect to the acquisition of materials from Western Europe that may suggest some changes are needed.

First, there is the restoration of the book trade in Western Europe. I speak here of the publishing and bibliographic aspects of the trade including dealers and agents as well.

Secondly, there has been a very great increase in the number of research libraries in this country and Canada that collect, both widely and intensively, research materials from Western Europe.

All of this leads us to what I would regard as a substantially sound assumption that the aims of the Farmingtnn Plan in Western Europe are probably being met through the aggregate operations of the libraries of the country without regard to the Farmington Plan.

To test this assumption we are going to recommend that the Association compile a short and carefully drawn questionnaire for distribution to all ARL libraries and the few Farmington Plan libraries outside the ARL.

You will recall that some years ago a very extensive study was made of the Farmington Plan. Neither the commission nor the board feels that another study of that size and scope is needed but we do feel that a questionnaire on the continuance of the plan is indicated at this time.

Mr. McNiff has suggested a series of questions that ought to be covered by the questionnaire, and we will, of course, deal with these. I would suggest that if anyone has any suggestions of topics that should be covered by this questionnaire we would be very grateful to receive them.

MR. McDONALD: Commission Number Two, chaired by David Kaser, is the Commission on Organization of Resources.

MR. KASER: In reviewing the assignment of this Commission, we were impressed with the absence of ARL activities in our area of responsibility.

When we looked at current ARL committees working in the broad area of organization of resources, we found only one. This is the Shared Cataloging Committee. This committee, moreover, has in recent years restricted its activity to monitoring the NPAC program.

The commission has looked at its broad area of concern, the organization of resources, and attempted to analyze it to see what is being done, what is not being done and what needs to be done.

We have conceptualized the area of organization of resources as a grid, wherein the horizontal lines might comprise the types of material--books, serials, manuscripts, documents, data bases--and the vertical lines might consist of appropriate kinds of activity, such as cooperative handling, union listing, machine system applications and so forth.

We identified twenty-one areas of possible activity for the ARL, whereas, we have at this time only one committee working. Our main effort, I expect, will be to develop activities in these areas of concern.

With regard to the Shared Cataloging Committee, I expect we shall do one of two things. We either will recommend that it be put out of business and a new committee be designated to take its place with a more active charge, or that the present committee simply be given a new charge.

MR. McDONALD: Thank you, Dave. Somehow I can't see the demise of the Shared Cataloging Committee just yet. If it dies under that name it is sure to emerge under another.

Commission Number Three is the Commission on Access to Resources chaired by Edward Lathem.

MR LATHEM: I think I can make a very brief oral presentation on behalf of the Commission on Access to Resources because we have prepared a statement which has been duplicated and which we will make available to the membership at the end of this session. [The statement appears in these Minutes as Appendix K .]

The commission had its initial meeting in mid-December, a day-long meeting in New Haven. Out of that meeting came the outline that we subsequently took to the Executive Committee and the other commission chairmen and which is essentially the document we are placing before you this afternoon.

This statement tries to do several things: to articulate our understanding of the commission's charge; to specify the general function of the commission; to develop a rationale for primary concerns in this area of access to resources; and, finally, to identify certain priority areas.

In connection with the priorities, we have cited six: interlibrary loan, access to manuscripts, access to large data banks, access to auxiliary or deposit collections, interinstitutional reciprocity and service to external users, and, finally, library-to-library services.

Regarding current committee assignments of the Association that come within the purview of the Commission on Access to Resources, there is, first, the Microform Project. You will remember that this project consists of two studies. The final reports of both are almost ready. Consequently, the advisory committees are soon to be discharged.

As to the continuing committees, there is the Interlibrary Loan Committee, the Committee on Availability of Resources, and the Committee on Copying of Manuscripts.

The commission's next step is to review, in conjunction with the chairmen, the charges that relate to those committees with a view to insuring that they are, in fact, up to date, appropriate and consistent with the present goals of the Association. Beyond this we must draft charges for perhaps two or three new committees.

It really is in this area of developing charges for existing and new committees that we would most value the input of the membership. We will value your comments, indeed, on any aspect of the statement we have prepared.

MR. McDONALD: Thank you very much. Let me urge you to get a copy the outline Mr. Lathem has referred to. I think you will be impressed with the thought that has gone into the work of this commission.

The fourth commission is the Commission on Management of Research Libraries, Jim Haas, chairman.

MR. HAAS: Our commission, as the name implies, covers the broad topic of the management of research libraries. There are a few existing ARL committees that fall under our wing. The Committee on Library Security was established a year and a half ago. Then there are the Committee on Standards, the Committee on Training for Research Librarianship, and the Joint Committee on University Library Management. We have not fully completed our work of assessing the role of each of these committees.

Other areas of concern are automation, the general topic of management style, staff participation in management, the status of academic librarians, the general subject of professionalism and, as one might expect, the structure for collective action, whatever form that might take.

Rather than spend a great deal of time discussing each of these, I would underscore the fact that we have identified a few as being of prime importance. There is the topic of automation, for example. More than a year ago there was put together the specifications for what we saw then as the Flexner Study of the topic of automation in libraries. The importance of this topic is unquestionable. The study of the organization and staffing of the Columbia University Libraries is finished, and the final report is in the production process. The intent of the board is to publish the full study and distribute it broadly.

There is a summary of the report, which is twenty-five to thirty pages long, that will be in final form next week. Copies will be mailed to ARL members as quickly as possible.

The central element in this management picture is the ARL Management Office. Duane Webster, as you know, is in his second year as director of that office. He spent the first year totally immersed in the process of becoming a specialist in library management, which consisted of involving himself in a lot of fact-finding.

One of the fundamental jobs of the commission is to work with Duane, especially in these early months, to help him, to help the board and to help ourselves focus on the specific and important things that should be done now in the management area. For example, Duane has done a great deal of work already in developing the plans for a manual that would enable libraries to audit their own management performance. It will be a handbook for librarians to help them judge the management capabilities within their own libraries, which is obviously a necessary first step.

At the Atlanta conference in May, we will have an opportunity for an extensive evaluation of the Management Office program with a view to what is to come in the next year or two.

Finally, I would be remiss if I did'nt note that the ARL is heavily into the entire topic of improving research library management and, in a sense, it could be said that we are there because of the interest, support and encouragement of the Council on Library Resources. That interest permeates the entire effort of the ARL in the field of improving research library management.

MR. McDONALD: Thank you very much. I think it is proper that we recognize the great contribution of the Council to the work of the Commission on Management of Research Libraries.

I do want to add a word about the Commission on External Affairs. The heart and soul of this commission is the Federal Relations Committee, and, as you know from this morning's program, the committee is alive and well and functioning.

The rest of the work of the ARL is accomplished by its staff, officers and board. We hope that the program material today is evidence that we are working away, also.

* * * *

Executive Director's Report

MR. McCARTHY: In the office I think the staff feels that we have had a full and, we hope, productive year. It does turn out that many of the products of the work during 1971 are going to appear in 1972. A number of these have been referred to, but John suggested that perhaps a listing of them would be useful.

It has been brought to your attention that Mr. Haas completed the study of a plan for preservation of library materials. It was sponsored by the Office of Education. The study is completed, and will be duplicated and distributed in the course of the next month.

Mr. Haas has spoken of the two reports coming out of the Columbia project. The full report will be published but we have not yet determined in just what form. Information on this will be coming shortly. The summary report is in hand, and that will be duplicated and distributed in the month of February.

We have not had, I believe, any reference here today to the two tasks of the Microform Project. One of these is a study of bibliographic control of microforms, done by Felix Reichmann. His report is to be published in the late summer or early fall.

The second task has to do with the concept of a national microform agency. It is being carried out by Edward Miller. This report is very close to a final draft.

The Serials Pilot Project terminated last June 30th, and Mr. Johnson, director of the project, wrote a report which went through some editorial revisions later in the summer and fall. The report is now in final form. We have withheld its duplication and distribution in the hope that we could attach to it the plan for carrying forward the National Serials Data Program under the aegis of the three national libraries. This is not quite firmly fixed, but we still hope to be able to issue the report on the pilot project and the plan for its continuation and further development in the near future.

It has been reported that the interlibrary loan study has been completed and is in the hands of the publisher. It will be availabel late in February.

In the material sent to you prior to the meeting you had reports on the two centers, the Center for Chinese Research Materials and the Slavic Bibliographic and Documentation Center and on the Management Office. There is no need to comment further on these activities except to say that the funding for the two centers will be exhausted in the course of 1972 or shortly thereafter. We are now in negotiations for continued funding. It is going to be very rough, and we are not at all sure that we will be successful, but we are trying.

We have devoted time in the course of the year to legislation. Our principal concern was the Higher Education Bill, and while for a period of time that seemed to be moving along the House bill contained certain provisions and the Senate Bill contained conflicting provisions. Earlier on, it was felt that these might be dealt with in conference. This may indeed finally be the case, but to indicate the nature of the situation I would like to read the heading of a column which appeared in the Washington Post on January 8. It states: "With all its politically prickly amendments is there any hope for the Higher Education Bill?" No conclusion is reached, but the writer suggests it is a very chancey and iffy thing. As we observe developments, if indeed there are any, it may be that we will be calling on some of you to make contacts with your Congressmen or Senators in support of whatever version of the bill is likely to be adopted.

We do not know yet what the appropriation bills for 1973 will hold. I believe the budget is to be available next week. Some of our Washington friends undoubtedly know more about this than we do, but the budget will be known shortly and we will be entering into appropriate activities to try to assist in securing the best library funding possible.

There has been no activity in the copyright revision field during the past year. We are now told that there may be activity on the part of the Senate Committee later in the spring, in view of the fact that the CATV difficulties seem to have been overcome. We are still trying to secure the amendment which the ALA and the ARL have been pressing for these last two years. We have no assurance of success. We are still trying.

The staff in the central office this past year has consisted of Louis Martin and myself plus four clerical and secretarial assistants. Some of them think they are overworked. I don't know whether that is true or not, but, in any case, we have used outside editorial help rather than building up the staff on a permanent basis. At least for the time being we propose to continue that procedure.

I am pleased to say that somewhat to my own surprise it turned out that 1971 had been a rather good year financially for the ARL. Income exceeded expectations and expenditures were lower than projected, so we ended the year with a balance. Thank you.

MR. McDONALD: Thank you for that report and for ending on such a happy note.

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President's Report

MR. McDONALD: It is customary at the midwinter meeting of the Association for the outgoing president to make a few remarks on the accomplishments of his term in office, to note the hard and effective work of our able staff and, finally, to introduce the incoming president for a few comments on the likely future of the Association.

I noted before that, by rights, Tom Buckman should be here doing these honors, but he chose to beat a retreat from our hazardous profession to go to the relative safety of the Foundation Center. Therefore, I am left to meet myself coming and going. I am honored to find myself speaking about the past year that I shared with Tom and the year ahead which is my rightful term of service.

First, let me say that although Tom Buckman's term as president was short, it was, in my opinion, remarkably productive. He left us two major accomplishments having long-range implications for the Association.

First, he demonstrated the value of a two-day spring meeting at a time and place separate from the massive ALA conference. The overwhelming enthusiasm of the membership about the Colorado Springs meeting, both as to format and content attests to the soundness of this innovation.

Secondly, Tom provided us with the blueprint of an entirely new organizational structure, the first results of which you saw and heard earlier this afternoon. To be sure, we have tampered a bit with the Buckman design, changing a task group and altering one or two of the other labels, but the basic functions of the commissions remain much as he originally suggested. I have no doubt that the new structure provides the opportunity for a more rational and consistent management of the work of the Association.

So much for the short and happy reign of Tom Buckman.

Since my premature assumption to the presidency on July I have been primarily occupied with two or three tasks. The first of these is the filling of the fifteen positions on the newly created commissions. This work has been time consuming but, with a few exceptions, it has not been difficult. In the ARL tradition, persons have for the most part been willing to serve when asked.

The development of the Commission on External Affairs, which embraces our relations with the federal agencies and other funding agencies, poses a most difficult problem, but, as I said earlier, the effective work of the Federal Relations Committee makes us less uncomfortable about this gap than we might otherwise be.

Another task, which occupied a fair amount of time and required a good deal of careful preparation both at ARL headquarters and my office, was the initiation and development of our relationship to the National Commission on Libraries and Information Science.

If we were not exactly present at the creation we were nearly so, for we were privileged to attend the inaugural session of the commission in September in the Wilson Room in the Library of Congress, after which the ARL and the ALA cosponsored a very pleasant luncheon for the commission.

Subsequently, in preparation for the November meeting of the commission, we submitted a written statement, copies of which have been sent to you, and followed with a personal appearance before the commission on November 15th. I believe I can say that our presentation was received with interest and attention, and we feel that the ground work has been laid for a cordial and effective working relationship between ARL and the commission.

We are gratified there are those on the commission who understand the purposes of a scholarly library, and we are very pleased that one of our own representatives is a member of the commission. We are thus assured that the interests of the ARL will have able and consistent representation in the deliberations of the commission.

So much for the tasks of the half year just passed. Now for a word about the future.

Despite the extraordinary energy and enormous capacity of Steve McCarthy and the staff, the Association cannot function without direct and substantial membership involvement. Some of this is being supplied by the commissions whose reports you have heard this afternoon. Some is being supplied by the officers and the board of directors, to which you have just elected three new members, and some of it by those of you who serve on committees. If the call to collective action sounded by Bob Vosper and the panelists this morning is to have the desired effect, each member of the Association must share with the officers, board and staff his best thinking on the problems that confront us. This must be done, not just at meetings twice a year, but whenever the call goes out. I referred earlier to an ARL tradition that expects members to serve when asked. I remind you of that tradition and ask you to join with me in reaffirming it.

Finally, I do wish to thank Steve McCarthy and Lou Martin for their patient efforts in introducing a new president to the complexities and mysteries of the job. Because of my shortened apprenticeship, I doubtlessly proved to be an especially difficult pupil. I am learning, and I am grateful to them for what they do for me and for all of us. We are fortunate to have them as our effective executive staff.

I thank you all for coming, and I look forward to seeing you at the 80th meeting of the Association which will take place on Friday and Saturday, May 12 and 13, in Atlanta, Georgia at the Regency Hyatt House.

I now declare this Seventy-Ninth Meeting of the ARL adjourned.

APPENDIX A

NATIONAL CENTERS OF RESOURCE EXCELLENCE

A Discussion Guide

Proposal 2-B. That the world's output of research material, acquired and processed by the Library of Congress...be distributed among American research libraries...in order to accommodate the vast quantity of material and to build upon the existing strengths of the nation's research libraries); that to this end a comprehensive analysis of the collections and collecting activities of the research libraries (including the national libraries) be initiated to identify areas of distinctive specialization throughout the country which can be translated into a detailed pattern of subject specialization to serve as a guide to national use and development; and that the proposed System of Research Libraries undertake this analysis and, under the guidance of its System's Advisory Board and working with the national libraries, determine these allocations.

Proposal 2-C. That the most distinguished collections in substantial subject areas (which have been awarded and accepted deposit of material under the expanded National Program for Acquisitions and Cataloging, as recommended in Proposal 2-B) be designated "national libraries" in these restricted fields and be placed under formal government contract (covering delimitation of field, system responsibility, and appropriate financial support) to provide a national rather than a primarily local service in relation to these materials (offering both lending and informational services, with a scale of fees which may be charged for the extensive provision of data); that when no sufficiently distinguished collection exists in a significant area, an appropriate library be nominated to develop it; that if no such library be found (or if there is a division of opinion regarding any designation), the area be adopted by one of the national libraries in Washington; that the proposed System of Research Libraries (SRL) negotiate with academic institutions and their national organizations to assure the workability of this plan; and that the SRL be authorized to monitor the system of "national" collections in research libraries, under the guidance of its Advisory Board, in respect to accountability and evaluation.

Proposal 2-D. That the System of Research Libraries (SRL) develop a model program to divide the fields of collecting among the research libraries of the country, with an exposition of the necessity (economic, political, and academic) to inaugurate such a cooperative plan and of the required conditions for its establishment;....

Harlow, "Long-Term Objectives,"
April 1971, pp. 24-26.

Any discussion of this topic might begin with a consideration of whether or not the concept of National Centers of Resource Excellence is valid in principle. In other words, are we on the right track to pursue this course as opposed to another?

1. It might be argued that there is no serious deficiency in the national holdings of research materials but rather an inadequate system for controlling (i.e. making them known with specificity) and delivering them to the user. Would the existing system work at an acceptable level of efficiency with monetary inducements to the holding libraries to make materials available (in hard copy or photocopy) promptly on request?

2. Is the problem really more complex than this? Are we endeavoring to solve some of the financial problems of the largest libraries by:
    a. Making materials available to "centers of excellence" thereby largely eliminating acquisition costs.
    b. If "2a" is valid, should there be additional financial aid in the form of funds for processing costs, preservation costs, physical facilities (capital and operating) costs to house collections, grants or fees for items lent or photocopied, mailing, handling, searching?
    c. Should centers be compensated additionally for the use of collections that may have been assembled over decades or centuries at great cost?
    d. If the "centers of excellence" idea is basically a sound concept, would the system work more smoothly, would it be more easily rationalized, would funding be facilitated by limiting the number of centers of excellence wherever possible?

3. Are we the captives of the present system in trying to project alternatives? Would it really be better to have a single library (or at the most two or three) to serve as centers?
    a. Would this simplify financing?
    b. Would performance (rapid, effective response) be better?
    c. If economical facsimile transmission is developed, would fewer centers be advantageous at some future time?
    d. Would it simplify access by users to have fewer places to which to turn?
    e. Is any library (LC, Harvard) in a position to superimpose these requirements on its present service capacity?
    f. Is it feasible to create a new institution to undertake this work? If so, could it deal with the problem only prospectively and forget the retrospective problem, relying on the relatively imperfect interlibrary loan system now existing?

4. Apart form the financial assistance that might accrue to a designated center of excellence,
    a. How would a system of centers (or a single center) improve current conditions?
    b. Would those libraries that are not centers of excellence be able to stabilize their collections and rely in considerable degree on the new system? In other words will such a system be accepted by our institutions? Will the flow of information really be enhanced? Will faculty members make the very great adjustment inherently required of them under such a system? And will many libraries benefit by transferring the burden of lesser-used materials to another entity?

R. D. Rogers

November 1, 1971

APPENDIX B

A NATIONAL PERIODICALS RESOURCES CENTER

Discussion Outline

Definition of a National Periodicals Resources Center(PRC)

"A national facility established to collect in depth and lend with speed periodicals in determined subject fields."

* * * *

General Questions

1. Is there a real need for a Periodicals Resources Center?
2. Which kind of libraries are most likely to benefit from a PRC?
3. What effect--if any--would the existence of a good (i.e., well stocked and effectively operated) PRC have on traditional inter-library loan patterns?

Structure and Organization

1. Should there be a single center or a number of regional centers? If the latter, how many and where best located? If the former, where best located?
2. Should it be federally controlled, privately controlled, or a combination of the two?
3. What group or groups should exercise primary control over its organization and policies?
4. What would be the best organizational structure for a PRC?

Collections

1. What subject fields should its collections cover: science and technology, social sciences, humanities?
2. Should it be limited to periodicals only or should it collect other serials and even certain other materials, such as conference and research reports, federal and state documents and reprint source material sets?
3. Should it be selective or comprehensive in its current subscription policies?
4. How much retrospectively published material should it attempt to acquire?
5. Should its collection exclude by policy certain categories or levels of material (e.g., children's periodicals, house organs, newsletters)?

6. Should it actively solicit "gift" materials, or accept bulk "gift" materials? On what basis?
7. Should it accept periodicals on a permanent or semi-permanent loan basis?
8. What role should microforms play in its stock?
9. Should it exclude commonly held titles? To what extent?
10. Should its collection be limited to periodicals that are indexed or abstracted by some indexing and abstracting service?

Services

1. Whom should it serve, libraries of all types, or specified member libraries? What about individuals?
2. Should it be a point of first or last resort?
3. Should it lend hard copy only, provide photocopies only, or offer both depending upon the nature of the material and the wishes of the user?
4. Should it offer any bibliographic, reference or other services?
5. Should it offer "on site" service (especially if located in a large metropolitan area)?
6. If services are tied to fees, at what level should these be set?

Funding

1. What are the alternative methods of initial funding, and what are the advantages and disadvantages of each?
2. How will funding be related to administrative organization and policy making?
3. What are alternative methods for financing the ongoing operations of a center (e.g., government support, foundation support, annual membership dues, user fees)?
4. What is your reaction to user fees?

Joseph E. Jeffs

December 14, 1971

APPENDIX C

A RESEARCH LIBRARY CORPORATION

A Working Paper for Discussion

Background

Libraries have found ways to work together for a good many years. Examples of cooperative activities include bibliographic projects such as the National Union Catalog and regional bibliographic centers; programs to extend access through interlibrary loan on national, state, and local levels; projects focused on development of computer-based bibliographic service systems; and jointly owned and operated acquisitions and storage centers such as certain medical library cooperatives and, most notably, the Center for Research Libraries.

The number of alliances among libraries continues to grow, often prompted by policies of funding agencies and persistent feelings that concerns for economies in library operation will somehow find their resolution in the virtues of cooperative ventures. There is a danger that the worth of some cooperative projects will come to be measured by the amount of effort required rather than the benefits produced.

Despite problems of proliferation, it is certain that many local and regional collective action efforts involving research libraries are important because they extend access to resources existing in a locality or region. But for several reasons there is a need for a new dimension of collective action on the national level.

First, the information requirements of scholars and research workers are not in the end subject to local or regional resource constraints. In fact, there are major barriers to equal access to information stemming from accidents of history, geography, uneven development of academic and technical capacities, etc.

Second, certain of the fundamental issues facing research libraries are of the type that demand attention at the national and even international level. Examples of such needs include solutions to some of the many problems related to collection preservation, creation of national lending libraries for periodicals and other categories of materials, establishment of national subject resource centers, development of standards and procedures for the transmission of information among libraries, and the operation of comprehensive systems for the indentification and location of information.

Finally, it is time that the social importance of a comprehensive and sophisticated national information system be recognized and appropriately supported at the national level. Federal funds directed to the research

libraries of the nation, acting collectively, promise to amplify the impact of the effort and the capabilities such funds would buy, not to the advantage of the limited number of research libraries but to the advantage of the unlimited numbers of individuals in the many fields of vocational or personal activity that are ultimately dependent on recorded information.

The Proposition

There are three fundamental categories of activity in research library operations: (a) resource development, (b) item or information identification and location, and (c) service to individuals. The processes related to each of these are numerous and clearly inter-related, but the foundations on which action in each category must be based are quite different.

In the case of information indentification and location, there is a fully understood requirement for a comprehensive bibliographic record for recorded information in all forms. It seems essential that the three national libraries acting in concert, but with the Library of Congress central, must continue to assume responsibility for this activity, obviously with input from many sources.

Concerning service to individuals, the standards, operating style and quality of service for students and scholars must in the end be set by each library for its clientele. To be sure, many factors outside as well as within specific libraries affect perfomance, but in the end the responsible agency for service delivery is clearly the individual library itself.

As for the remaining activity category, resource development (including preservation and distribution as well), the appropriate underlying mechanism is less evident even though it seems apparent that the rational development and maintenance of research resources on a truly comprehensive scale and on a nationally, and even internationally, acceptable pattern that promotes access and equitable distribution on all counts (geographical, economic, etc.) is a responsibility that must be assumed and shared by all research libraries. The national libraries cannot by themselves be expected to take on this obligation. Rather, they should simply share in it, along with all other research libraries.

In the final analysis, however, the research libraries of the country lack a capacity for collective action that is suitable to the dimension of the job to be done. To fill this need, a National Library Corporation that would both serve and be the responsibility of research libraries acting collectively and that would become an integral part of each individual research library seems necessary. A single organization of the kind advocated here, rather than a multiplicity of agencies developed to solve individually what are really inter-related problems, would avoid duplicate organizing effort, unnecessary competition for the best administrative talent, and an excessive administrative cost to program cost ratio. The Corporation would provide a backdrop against which regional and local cooperative ventures might be rationally and purposefully developed. Most important, a single national operating agency focused exclusively on developing and maintaining the nation's research resource capabilities in a way that would expand their totality,

preserve their integrity, and promote accessibility would serve as a cohesive force for libraries whose stock in trade--recorded knowledge--is an indivisible asset of all of society.

Permanence, financial and operating stability, responsiveness to the needs of research libraries and their users, and a capacity for formulating and undertaking major ventures effectively are only a few of the many obvious qualities that the corporation must have if it is to become an inseparable element of each library, and this must be the case because significant advances will not come in this area of collective action if the "collective" element is viewed simply as an appendage to existing individual operations.

Questions for Consideration

1. A Research Library Corporation is seen as a base for a number of activities meant to expand resources and extend access through effective resource distribution. The alternate course of action seems to be to create separate organizations for each national activity undertaken collectively. Does the National Corporation concept, given an effective structure, seem to be the best approach?

2. The Harlow paper advocates the formation of a "System of Research Libraries" under (a) the aegis of the National Commission of Libraries and Information Science, or alternately (b) under the aegis of an incorporated Consortium of Research Libraries. What are the advantages of each possible course af action?

3. The Harlow paper suggests that representatives of the "information industry" be included as full participants in the process of setting objectives and priorities for programs to be carried out by research libraries, individually and collectively. Is "information industry" participation at this level appropriate?

4. While a National Corporation would open new ways to reduce the redundancy of resource collecting and retention among research libraries, it would also expand the research support capabilities of nonresearch libraries. What methods should be used to assure that the interests of both research libraries and nonresearch libraries and the users of both are effectively represented without risking the integrity of the research support orientation of the National Corporation?

5. Is the assumption valid that federal funding for collective action programs through a National Corporation would provide substantial benefits to individual libraries by reducing or at least controlling their local obligations while actually extending their capabilities?

Warren J. Haas

December 13, 1971

APPENDIX D

REPORT OF THE MEMBERSHIP COMMITTEE

On the basis of discussions during the business meetings at Los Angeles and at Colorado Springs, of two meetings of the Membership Committee augmented by a number of officers, of two meetings with the directors, and of considerable correspondence, the Membership Committee now offers eight recommendations. These follow the spirit and the letter of Article II, Section 1 of the ARL Bylaws, according to which "membership shall be open...to major university libraries and to certain other libraries whose collections and services are similarly broadly based and are recognized as having national significance." (See Addendum.) At the same time they provide overt and even-handed procedures for determining qualifications for membership and for loss of membership.

The composition of the membership determines what sort of an organization the ARL is to be. The criteria for membership are, therefore, of major importance. For this reason the first recommendation of the committee is:

1. That the criteria for membership be voted by the members and reviewed every two years.

In the past, the Membership Committee and the board of directors have used a mixture of qualitative and quantitative criteria for the selection of new members. The purpose of the second recommendation is to provide a simple, automatic admission process; quantitative criteria voted by the members would be published and we would expect those interested to apply. The executive director would then proceed under Article II, Section 1, of the Bylaws. The recommendation is:

2. That invitation to membership in the ARL be automatic for any university library whose published figures meet the criteria for admission and which wishes to join.

As the ARL Academic Library Statistics serve in a sense to describe the university members, the same statistics can also serve to describe candidates for membership and to provide the basis for automatic admission. At present, however, certain key data are not included. We feel that it would be desirable to expand the ARL Statistics by adding 1) the number of currently received serial and journal titles, 2) the average annual number of PhDs (not including other doctorate degrees) awarded by the university over the past three years and 3) the annual average number of fields in which PhDs (as above) were awarded over the previous three years. Hence, our third recommendation--which has been accepted as feasible by the executive director--is:

3. That the ARL Statistics be expanded to include figures on current serial

and journal titles, on total number of PhDs awarded and on number of fields in which PhDs are awarded.

The purpose of the fourth recommendation is, first, to smooth out statistical curves by averaging and second, to ensure broadly based members by requiring that all ten criteria be met. It is:

4. That in order to be invited to membership automatically a library must maintain for a three-year period an average of over 50 percent of the current median of the first eight of the key ARL statistics; over 40 percent of the last two.

Our fifth recommendation is:

5. That the key statistics be the following:

   a) Volumes in library

   b) Volumes added

   c) Professional staff, F. T. E.

   d) Total staff, F. T. E.

   e) Materials and binding

   f) Salaries and wages

   g) Total operating expense

   h) Current serial and journal titles

   i) Number of PhDs awarded

   j) Number of fields in which PhDs are awarded

In keeping with the desire of the members to restrict membership to major research libraries, provision is made for dropping from membership any who may fall below the criteria for maintenance of membership over a period of time. Inherent is the understanding that the executive director will check the statistics of all members each year and will notify any member who is deficient with respect to one or more criteria. The board of directors will be notified of warnings issued. If the deficiency status of any member continues for four consecutive years, the executive director will report this fact to the board, which will recommend appropriate action at the next meeting of the members. (See following paragraph for exception.) Our sixth recommendation is:

6. That for maintenance of membership a library may not fall below 40 percent of the median of any one of the first eight of the key ARL statistics for four consecutive years; or below 30 percent of the median of either of the last two.

The bylaws provide for the admission of "certain other libraries whose collections and services are similarly broadly based and are recognized as having national significance." These may not meet the criteria for automatic admission or for maintenance of membership and would be exempted from them. They would be for the most part major research libraries not associated with universities. Selected admission would be offered to such candidates under the procedures provided under Article II, Section 1 of the Bylaws. These memberships would be reviewed from time to time by the board to determine if the reasons for this exempt status were still valid. Our seventh recommendation is:

7. That in exceptional cases ARL admit libraries not meeting the criteria for automatic invitation to membership, the status of such members to be reviewed by the board of directors every fourth year.

Finally we recommend changes in the Bylaws to bring them into line with the above recommendations. We would also eliminate from the Bylaws specific criteria for membership because bylaws should be simple and stable, whereas the criteria for automatic admission and the procedures we recommend are neither. Our eighth recommendation is:

8. That the Bylaws be amended as shown in the Addendum.

If the recommendations of the Membership Committee are approved by the members of the ARL, the committee would propose that the first step in implementing them would be to bring the revisions of the Bylaws up for a vote at the next meeting as provided in Article XIII--Amendments. Once they are approved we could then proceed as follows:

1. Recommendations numbers 1 through 7 should be approved by the membership as Regulations and, with appropriate editorial changes, be published annually along with the ARL Statistics for the guidance of members and candidates for membership.

2. Libraries which qualify for automatic admission under the new criteria should be admitted according to the process stipulated in the Bylaws and the Regulations.

3. The next edition of the ARL Statistics should include the additional data suggested in Recommendation 3.

4. After the ARL Statistics appear in the recommended form, the first notifications should be sent to those university library members who fail to meet the criteria for maintenance of membership.

5. Four years later the directors should review the status both of those libraries which have failed for four successive years to meet the criteria for maintenance of membership and of those who were admitted under an exemption from the criteria.

John H. Gribbin
Arthur T. Hamlin
William N. Locke, Chairman

January, 1972

ADDENDUM

Suggested Revisions of Article II of the ARL Bylaws

ARTICLE II--Membership

Section 1--Member Institutions:

Membership in the Association shall be on an institutional basis. On invitation of the Association membership shall be open to major university libraries whose collections and services are broadly based and to certain other libraries whose collections are recognized as having national significance. Major university libraries are considered to be those whose parent institutions broadly emphasize research and graduate instruction at the doctoral level and grant their own degrees, which support large, comprehensive research collections on a permanent basis, and which give evidence of an institutional capacity and commitment both to the purpose of major research libraries and to aid in solving the problems characteristic of such libraries.

Invitations to other libraries shall be issued at the initiative of the board of directors after approval of the membership.

Section 2--Qualifications for Membership:

Qualifications for membership are established by vote of the members and are reviewed from time to time. The Regulations in effect at any given time are available on request from the office of the Association.

Section 3--Termination of Membership:

Regulations for the termination of membership are established by vote of the members and are reviewed from time to time. The Regulations in effect at any given time are available on request from the office of the Association.

Section 4--Transfer of Membership:

Membership in the Association is not transferable or assignable.

APPENDIX E

REPORT OF THE CENTER FOR CHINESE RESEARCH MATERIALS

In January 1972, the ARL Chinese Center will enter its fifth year of operation. During 1971, as in previous years, the Center engaged in programs of reproduction and bibliographic control of Chinese research materials. A total of 123 new titles were announced in two issues of the Newsletter, compared to 104 titles in 1970. There are now 388 items of Chinese materials reproduced or published by the Center.

The classification of these 388 titles is as follows:

Category	No. of Titles	List Price
1. Newspapers	8	$ 3,241.50
2. Periodicals	20	2,719.00
3. Government publications	7	833.50
4. Research aids	30	1,462.00
5. Monographs	323	5,280.75
	388	$13,536.75

The above titles were reproduced or published in one of three modes:

Mode of Reproduction	No. of Titles	List Price
1. Microfilm	145	$10,011.60
2. Xerox	173	1,756.30
3. Offset and typesetting	70	1,768.85
	388	$13,536.75

Total sales and average monthly sales since the fall of 1968 have been as follows:

Period	Sales	Average Monthly Sales
Oct. '68 - Sept. 15, '69	$ 26,963.27	$ 2,344.63
Sept. 16, '69 - Sept. 30, '70	67,315.19	4,585.20
Oct. 1, '70 - Sept. 30, '71	78,638.56	6,553.21
Oct. 1, '71 - Dec. 31, '71	36,710.54	12,255.06
Total for 39 months:	$209,627.56	$ 5,375.06

The Center's publications have been priced only slightly above the manufacturing cost. The prices do not reflect editing and overhead costs which are covered by the Ford Foundation grant and which constitute a special service of the Center to the academic community.

Distribution of the Center's publication has been worldwide. Of the 89 ARL member libraries, 56 libraries, including new members such as Howard University, the National Library of Canada and the Smithsonian Institution, placed orders with the Center.

The Newsletter of the Center, of which eight issues have so far been published, serves a dual function. It is both a source of information on Chinese studies and a vehicle for the Center to announce the availability of materials. At the last count, there were 1,180 names on the domestic mailing list and 525 names on the foreign mailing list. In the hope of boosting sales in Japan, a special mailing list of 634 names was compiled, based mainly on the 1970 edition of the Directory of Japanese University Professors.

With the end of the intial five-year finding period in sight, continued finding has become a matter of great urgency. With the full support of its advisory committee and the Joint Committee on Contemporary China of the American Council of Learned Societies and the Social Science Research Council, represented by its chairman, Professor Albert Feuerwerker, the Center has submitted gift and matching grant funding proposals for a three-year period to the Ford Foundation in November and to the National Endowment for the Humanities in December. Responses to the Center's proposals will not be received before next February and June respectively. In addition to its present programs, the Center's proposals included a new project for the future entitled "Bibliographic Survey of Firsthand Materials for Modern and Contemporary China." This additional activity of the Center is intended to make best use of the contacts it has established and the experience it has gained in the course of its almost four years of existence.

In order to keep abreast of new developments and to keep the Center in close contact with scholars, the director attended the annual conference of the Association for Asian Studies (AAS), and also participated in a meeting of the Committee on East Asian Libraries (CEAL), which is a part of AAS. The latter provided an excellent opportunity to discuss the problems of acquisition of Chinese materials facing the East Asian libraries. His attendance at the 28th International Congress of Orientalists, held in Canberra, Australia, last January, helped to publicize further the activities of the Center, since he had arranged an exhibition of the Center's publications at the site of the congress. A paper which he delivered, "International Efforts in Bibliographic Control of Chinese Periodicals -- Past and Present," was well received.

There have been some slight changes in the Center's staff this year. In addition to the director, the Center now has one full-time and one part-time bibliographer, a secretary, and two clerical assistants. The director is grateful to the staff for its spirit and devotion which enable the Center to accomplish much with a small staff. Speical gratitude and appreciation go to the members of the advisory committee of the Center, under the chairmanship of Philip J. McNiff, for its advice and strong support of the Center's present work and its future.

P. K. Yu
December 29, 1971

APPENDIX F

REPORT OF THE OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES

The first full year of activity for the Office of University Library Management Studies concentrated on a major research investigation employing the services of the management consulting firm, Booz, Allen and Hamilton (BA & H). The study of organization and staffing at Columbia University was completed within this year and two key documents produced: a Columbia study report and a plan of development for the ARL Management Studies Office.

As noted in last year's report to the membership, sponsorship of the Columbia study is one response of the Association to the earlier study that produced the report: Problems in University Library Management. These investigations and the office itself are supported by the Council on Library Resources.

Association involvement in the Columbia study occurred at several levels. In the first instance, the ARL/ACE (American Council on Education) Committee on University Library Management acted in an advisory capacity for the BA & H study team. At another level, the case study was accomplished at an ARL member institution with the active and extensive involvement of that library staff. Finally, the Management Studies Office director participated in the research as an integral member of the BA & H study team.

In this role as a member of the study team, the office director spent a good part of the year on Columbia's campus collecting and analyzing pertinent data, inverviewing university officials and library staff, developing alternative approaches, considering recommendations, documenting conclusions, and presenting results. This participation of the office allowed the study team some budget and staff flexibility. As a result, the study team had the opportunity to prepare and apply staff questionnaires, to employ special research techniques such as the Likert Profile of Organizational Characteristics, to probe specific issues at greater depth, and to secure extensive contacts with and involvement of the Columbia staff

The draft report on the Columbia study was completed and distributed to the ARL/ACE Management Committee in December. It presents a systematic and objective view of research library operations while probing a variety of management issues related to the effective organization of the resources of a major research facility. Specific areas covered include: centralization of administrative and budget function, utilization of nonlibrarian specialists, role of staff committees in contributing to library policy and management decisions, optimum organizational grouping of priority library programs, and the development of staff capabilities in pursuit of library objectives. The information and recommendations produced by this investigation will hopefully be of assistance to other libraries in coping with the array of organizational and staffing problems faced by university libraries today.

Following the committee's review of the report it will be distributed probably as a published monograph. A summary of the study's work and recommendations will be sent to ARL members shortly and the ARL May membership meeting will feature a presentation of study results.

The second key product of this first year's efforts is "A Plan for Development of the University Library Management Studies Office," prepared by the consulting firm with the assistance of the office director. This plan provides an overall framework for the development of a management capability within the Association of Research Libraries that contributes to the library profession's need for increased management expertise and builds upon ARL's demonstrated commitment to assist in the improvement of library management.

The office plan constructs a framework for action around nine core management areas (planning, budget, policy, supervision and leadership, staff development, organization, and management information) requiring office emphasis over a five-year period. Specific activities are listed within four broad programs of research, dissemination of information, development of management tools and advisory assistance. These activities were developed as a result of work on the earlier investigation into the problems of university library management, the research at Columbia, and discussions held at the May 1971 membership meeting of the ARL.

The office plan will be reviewed and discussed by the librarian members of the ARL/ACE Management Committee and the members of the recently created ARL Commission on Management at a meeting scheduled for January. The objectives and activities of the Management Studies Office will then be submitted to the ARL board for approval.

Another product of this year of office work is the publication of the first issue of a series of occasional papers. The series is planned to focus on management problems facing research libraries today. Each issue will be devoted to a single topic presented as a paper, a summary, or a bibliographic review. The first paper proposes a structure for long-range planning in university libraries that secures productive staff involvement in a central library function, assures a continuing planning process, and defines the planning responsibility as a basic and integral part of every administrator's job. Future papers will examine important management issues such as the budgeting process, the use of committees, and the need for improved personnel evaluation techniques.

The first year of existence for the Management Office has emphasized the completion of a major management research effort. Future interests will build on this experience in pursuing additional research studies and management assistance projects. To do this successfully, the office needs the assistance and counsel of member libraries. One aspect of this is the referral to the office of specific problems. Another is the exchange of management accomplishments and projects completed by member libraries. The Management

Office will attempt to collect and disseminate this type of information and to utilize the management expertise within the ARL to contribute directly to the overall improvement of library management.

Duane E. Webster

December 31, 1971

APPENDIX G

REPORT OF THE SLAVIC BIBLIOGRAPHIC

AND DOCUMENTATION CENTER

The year just ended has been an eventful one in the life of the Slavic Bibliographic and Documentation Center. With the growing experience and confidence of the staff, several of the projects, which were still in an early stage of development a year ago, have matured and turned out to be quite successful. Two changes in the staff of the Center fortunately did not become the crisis which they easily could have. More serious was the question of renewed funding by the Ford Foundation when the current three-year grant will expire next summer.

The first annual volume of New Slavic Publications, the Center's monthly guide to the selection of current Slavic titles in the social sciences and humanities, was completed in August. This month also turned out to be the highwater mark in the number of subscriptions received. Up to that time, the subscription list was slowly growing, finally reaching a total of 170. Although a few more orders have come in since that time, about 15 were not renewed, leaving therefore only 155 or so. A further reduction can be expected because of staggered expiration dates. The reason for this shrinking number of subscriptions is apparently the well known reduction in book budgets or the elimination of entire degree programs in the Slavic area. In view of this situation, it was decided at the meeting of the Center's advisory committee on November 1 that publication of New Slavic Publications should cease with the last issue of the current volume.

Turning to a more cheerful event, a second, revised and enlarged edition of Anita Navon's Research Materials for Slavists: U.S. Government Sources is in press at this time. Following several suggestions, it will come out in a more attractive and handier format and should be available soon for $1.00 each. The first edition of 200 copies sold out rapidly and it is hoped that the improved second version will meet with similar success.

A third publication of the Center, entitled Disserations-in-Progress in Slavic and East European Studies, was issued in February 1971. It contained almost 500 titles. Just under 300 of them were dissertations in the field of history and related subjects. Most of the 300 copies distributed were sent free of charge to the contributing university departments, although some 40 copies have been sold at a cost of $2.00 each. Many favorable comments have been received on the desirability of such a register, which enables students and professors to exchange information or avoid duplication. A second annual issue is now being prepared, expanding the coverage to dissertations in language and literature in progress at universities in the German language area.

Three more numbers of the Center's Newsletter have been published during the past year, including now--in addition to the sections on new bibliographies, periodicals and serials, microforms and reprints, etc.--a very useful list of translations in progress of important Slavic monographs into English. The Newsletter is mailed free of charge to some 2800 institutions and individual shcolars. It has also been received very favorably.

Several staff members attended a number of conferences, taking these opportunities to discuss the problems and needs of the Slavic field with various participants. The writer of this report gave a talk about the activities of the Center at the Russian and East European Studies Center at UCLA in March 1971. Later in the spring, he visited several institutes in Germany and discussed mutual problems and possible means of cooperation. Finally, the Center has cooperated with the ARL and IREX in coordinating and scheduling a recent visit by the director and assistant director of the Institute of Scientific Information and Social Sciences Library of the USSR Academy of Sciences in Moscow. A reciprocal trip to the Soviet Union next spring or summer by staff members of the Slavic Center represents an opportunity for establishing closer contacts with Soviet bibliographers. Plans are being made to visit several libraries and bibliographic centers in Moscow and Leningrad in order to learn of the most recent developments in Soviet bibliography and to discuss the feasibility of cooperation in bibliographic projects.

As stated at the outset, the Center experienced a 50 percent turn-over in staff. Miss Anita Navon, who had been with the Center almost from the beginning, left in September to accept a position with the Library of Congress. One month earlier, the Center had lost its secretary, Adriane Baron-Spaulding, who went home to Germany for an extended stay. Whatever success the Center may have had, it was due in large measure to the dedication of these two ladies. While they are sorely missed, the Center was very fortunate in quickly finding capable replacements. Miss Navon's position has been filled by Robert G. Carlton, whose extensive background in East European studies and wide experience in editorial work will be of great value to the Center. Miss Marie-Francoise Bore is the new secretary and has already proved herself to be most capable and efficient. Last but not least, Bill Putnam's enthusiasm and ability, which he displayed in working on the various projects of the Center, have contributed greatly to their success.

Finally, a few words should be said about the future of the Slavic Center. Although barely two years have gone by, several discussions have already been held with orficials of the Ford Foundation about an extension of the current grant. The latest of these took place in New York on November 19. From the ARL and the Slavic Center, Messrs. McCarthy, Carlton and Baer were present; representing the Ford Foundation were Messrs. Goodwin and Korbonski. The gist of these talks was that the Ford Foundation, in part due to a change in policy, is very reluctant to continue funding ongoing projects such as this Center. Although several new projects were submitted, including particularly the compilation of the important American Bibliography of Slavic and East European Studies, which has been suffering from inordinate delays for several years, it appears that the Ford Foundation will not make additional funds available for the Center's operation

beyond the summer of 1972. At least the chances are very, very slim. In an attempt to seek out other resources, the National Endowment for the Humanities has also been approached. Any aid from that source will however come only in the form of a matching grant, which would still require a sizeable gift from a foundation. The year thus ends with considerable uncertainty as to the future of the Slavic Center.

E. Alex Baer

December 16, 1971

APPENDIX H

REPORT OF THE NATIONAL AGRICULTURAL LIBRARY

Introduction

The National Agricultural Library is one of the principal agencies in the U. S. Department of Agriculture dealing with scientific and technical information. It is currently engaged in a long-range program of building a responsive information system. Programs are designed to serve and support the rapidly changing and expanding interests of the national and international agricultural-biological communities. Library activities are channeled into two basic organizational groupings: Resource Development (input functions) and Library Services (output functions).

Resource Development

Responsibilities for collection of literature in agriculture and the allied sciences and dissemination of this information are assigned to Resource Development. Expenditures for the acquisition of library materials were doubled in 1971. Because no corresponding increase in staff was possible, it was necessary to find other means of coping with the resultant increased workloads.

Arrangements were made for the purchase from Richard Abel Company, Portland, Oregon, of machine-readable cataloging information for books acquired from the company. Working in collaboration with the staff, the Abel Company has prepared detailed profiles for a number of broad subject fields. The profiles contain subject and nonsubject parameters specifying the selection criteria to be used in supplying announcements and library materials. The Abel Company will supply, in addition, cataloging information for each book on computer magnetic tape. This cataloging data will be taken either from Library of Congress MARC tapes or it will be original cataloging done by the Abel staff. The cataloging data is converted to the Library's own CAIN (CAtaloging and INdexing) format and is processed with other cataloging records created at the NAL. Outputs include computer-produced catalog cards, camera-ready copy for the NAL monthly catalog, and a monthly computer tape for sale. This tape includes both Abel and NAL cataloging records, as well as citations for journal articles indexed by the library.

Several significant contractual efforts were undertaken during the year to improve speed and quality of production. The John I. Thompson Company (JITCO) began converting to machine-readable form the library's Corporate Entry Authority File; this project should be completed early in 1972. The file consists of about 10,000 established headings with associated cross references.

A contract was also awarded John I. Thompson Company for the conversion to machine-readable form of bibliographic data relating to about 14,000 of the serials received by the library. Information on serials is currently maintained in three separate files:

1. Shelf-list File (SL) filed in call number order.

2. Alphabetical Serial File (ASF) filed by main entry.

3. Current Serial Records (CSR) used for check-in of individual issues and maintained in alphabetical order by main entry.

Data in these files are to be converted to machine-readable form in order to obtain computer control of these large collections. As a preliminary step, selected items of bibliographic information for a limited number of specified serials are being converted to magnetic tape. This conversion will include collecting the data associated with specific data elements for each title; for titles cataloged prior to 1966; re-establishing corporate names using Anglo-American Cataloging Rules (titles cataloged after 1966 are already cataloged according to the Anglo-American Cataloging Rules) and producing an edited final product on magnetic tape with a complete listing of data. It is estimated that there will be approximately 14,000 serial title entries covered by this contract.

Subject terms used in cataloging were compared with those in the Agricultural/Biological Vocabulary. The work was performed by Auerbach Corporation, under contract to the library. Information thus obtained will provide a basis for developing plans for future activities in the area of subject analysis.

Increased production was reflected in the publications prepared from bibliographic data added to the Cataloging and Indexing (CAIN) tapes. The 1971 issues of the Bibliography of Agriculture contained approximately 100,000 citations to journal articles, as compared with 61,460 in 1970. About 12,000 entries for newly cataloged titles were listed in the monthly National Agricultural Library Catalog; the 1970 Catalog contained 7,411 items.

Rowman and Littlefield, Inc., New York, New York, filmed catalog entries for items added to the collection during the period 1966-1970. Editing of copy began in August 1971, and Rowman and Littlefield, Inc., plans to publish by mid-1972 the National Agricultural Library Catalog, 1966-1970. This quinquennial edition will supplement the Dictionary Catalog of the National Agricultural Library, 1862-1965.

Library Services

Utilization of documents is centered in the library services function. Three basic services are available in varying degrees to all libraries and agricultural science workers: extensive interlibrary loan, photocopying, and specialized reference service. Installation of telefacsimile transmission and teletype equipment provides rapid document and information delivery.

Code-A-Phones were installed late in 1971 to improve services and access to information resources for library customers. During daylight operating hours the Code-A-Phone system automatically records a message when Telephone Inquiry lines are busy. A second Code-A-Phone is located

in the Food and Nutrition Educational Materials Center at the NAL to record messages during daylight operating hours when Center personnel are away from their desks. Neither of these two systems is available at night. A third system at the main switchboard in the library records incoming messages from 5:00 p.m. to 7:30 a.m.

Two programs were undertaken in 1971 to improve services to users in the D.C. area. The D.C. Branch Reading Room in the South Building of USDA was refurbished. Repairs were undertaken in two shifts, so that the branch could remain open constantly by utilizing one end of the room while the other portion was under construction. The Tri-Agency Reading Room opened officially at 500 12th Street, S.W. Staffing is provided by the NAL; books and journals, as well as space, are provided by the Economic Research Service, USDA. A library committee provides guidance on selection of materials for the room and services to be offered.

A contact was awarded to Tele-Sec Temporary Personnel, Inc., to identify and prepare an inventory by call number and title of the newspaper collection. While agricultural newspapers and journals of all types--popular, trade, and scholarly--published officially or privately in all countries can be regarded as a part of the library's total collection, its national responsibility lies in the area of farm newspapers and journals published in the U. S. Because of their popular approach, their newspaper-type size and the preservation problem presented by the quality of the paper on which many of them are printed, few libraries attempt to retain on a permanent basis any sizeable retrospective group of these papers. For this reason, as well as because of their definite place in our national heritage, the National Agricultural Library has traditionally made every effort to acquire them and to preserve them by every means possible.

As part of the inventory, Tele-Sec determined the availability of microfilm or hard copy from some other library or commercial source and prepared a detailed report of this information for each title. From the body of newspapers recommended to be filmed by the NAL, the contractor selected samples representative of the physical conditions of the newspaper collection and performed tests to determine those that can be filmed satisfactorily.

The National Agricultural Library has a growing collection of rare and historical books. Many are in need of the highest quality restoration, repair, and/or custom binding. The quantity of rare and historical books donated to the library has increased as a result of recent "gift" legislation, Public Law 91-591, December 1970, and the formation of the Associates of the National Agricultural Library, Inc. It has now become necessary for the NAL to adopt high standard specifications for restoration. The primary objective of the NAL binding program is preservation of the library's books in a manner that is consistent with readability, durability, and esthetic quality. Books will be restored, as nearly as possible, to their original state, with emphasis on restoration rather than rebinding.

Projects developed by the Reference Division reflect current public concern in all aspects of environment and pollution. The International

Tree Disease Register System for Literature Retrieval in Forest Pathology (INTREDIS) has been converted to the library's CAIN system. Reference questions on tree diseases are now searchable in CAIN format.

A card file of references on air pollution is being collected for Tuskegee Institute's Pollution Library.

A laboratory animal bibliography consisting of 30,000 citations has been prepared for use in evaluating NAL collections in animal sciences. Additionally, a list of serials has been prepared of particular interest to veterinarians. NAL's veterinary collection is being evaluated against those of four veterinary libraries and three international lists of veterinary serials.

Food and Nutrition Information and Educational Materials Center

A pilot project for developing a Food and Nutrition Information and Educational Materials Center was initiated in 1971 by the NAL and the Food and Nutrition Service, USDA. The agreement provides for a planning study and pilot operation of an information and instructional materials center in support of the school lunch program. The project will seek to identify the sources of educational materials and nutrition information and to define information requirements of food and nutrition programs. The center will first concentrate on a collection of vocational and instructional materials relating to the training of personnel, operational management of programs and pertinent research. Depending on the interest and support of users, the center will expand into other aspects of food and nutrition.

A survey of various trade and commercial sources of information and educational materials was conducted under contract and by the staff of the center. The Society for Nutrition Information contracted to prepare three bibliographies. One, on food habits, is completed in draft form, while two others on nutrition education methods and Spanish language nutrition education materials are still in progress. Negotiations are in progress with the National Nutrition Education Clearinghouse (NNECH) to prepare bibliographic information on materials they have collected in a form suitable for entry into a machine retrieval system.

A survey was conducted of the information practices, preferences and needs of various school personnel associated with the school lunch program in a sample of schools of the State of Washington. The survey included school lunch personnel, librarians, nurses, teachers of home economics and administrators.

EXTRAMURAL ACTIVITIES

National Libraries Task Force (NLTF)

Continuing its participation in the work of the NLTF, the library has coordinated with the other national libraries its contractual endeavors relating to serials, corporate entries, and subject analysis.

In addition, the library is cooperating in the development of a Task Force standard for journal title abbreviations based on that of the Z-39 Committee of the American National Standards Institute. As of November 1971, a recommended standard for the national libraries was under consideration by the directors.

COSATI Panel on Library Programs

The Panel on Library Programs serves as a bridge between federal libraries and agencies and the research libraries of the United States. The director of the National Agricultural Library has been its chairman since its inception two years ago. The purpose of the panel is to improve communication and stimulate cooperation between these two major research library communities.

The panel, in conjunction with the Association of Research Libraries and the Federal Library Committee, held the second Federal Information Resources Conference in March 1971. Approximately 125 librarians and administrators attended the 2 1/2 day meeting. Problems common to both groups were discussed and recommendations established. These are embodied in the Proceedings of the Conference published by Federal City College Press in August. The panel has implemented several of the recommendations through joint efforts with the Federal Library Committee and the Association of Research Libraries. The panel held seven meetings in 1971, including a day-and-a-half working session at Ohio State University in December.

Agricultural Sciences Information Network

A national committee of land-grant and USDA administrators was created in 1970 to determine the necessity and method of implementation of an Agricultural Sciences Information Network. The committee met three times during 1971 including a two-day October conference to which key land-grant agriculturalists and librarians were invited. The committee assigned priorities to the components of the network: library component, information analysis centers component, integrated knowledge services, research and development programs, and international cooperative programs. Recommendations were presented in a progress report discussed by attendees of the two-day conference.

Primary emphasis will be on the Agricultural Libraries Network as the library component of ASIN and on development and research leading to its creation and implementation. A policy statement concerning the structure, purposes and rationale of the Agricultural Libraries Network was drafted and discussed with land-grant and USDA librarians in October. The urgency to create the ALN and to begin pilot operations was stressed by the librarians. A redrafted policy statement has been written and will be placed before an ad hoc board of advisers of the ALN for approval at its first meeting early in 1972.

The Directory of Information Resources in Agriculture and Biology was published in July 1971 as a project of the Agricultural Sciences Information Network in cooperation with the land-grant colleges and USDA. The Directory brings together in one volume the resources of information in many diverse fields of agriculture and biology. Included

in the publication is information on federal organizations, units of land-grant colleges and universities and their campus affiliates. Research monies available to agricultural experiment stations are identified and there are detailed descriptions of prime research areas for laboratories and information centers. Literature research collections at agricultural libraries are described in detail.

Other Network-Oriented Activities

The National Agricultural Library and the University of Maryland have initiated a study to investigate the practicality of providing an improved and more efficient information service to County Extension personnel and the Maryland Cooperative Extension Service through greater access to and utilization of the University of Maryland Library, the National Agricultural Library and other sources of information. Two major tasks have been identified for this study of various networks of information which currently serve the agricultural community. The overall objective of Task A is to determine the extent of information sources utilized by the Maryland Extension personnel and their needs for improved sources and services, and to explore techniques for a more efficient delivery system. Task B will provide a quantitative analysis of formal information exchange within one specific program area of the Maryland Extension Service on the premise that intensive study of a single area will lead to an understanding of techniques and services not as easily reached by investigation of several program areas.

A contract was awarded Alcorn Agricultural & Mechanical College, Lorman, Mississippi, to develop an experimental reference service which will link Alcorn Agricultural & Mechanical College, Mississippi State University, and Louisiana State University in a tri-cooperative. A cooperative reference system will improve library service to users connected with these institutions and from surrounding communities and rural areas. The system will include (1) rapid answers to queries requiring short factual information, (2) transmittal of bibliographies on specialized subjects upon request, (3) facilitating interlibrary loan requests, and (4) producing hard copy for delivery. Linkage with larger libraries will provide a higher service level than is now available to students, faculty, and area residents.

The participating libraries expect to develop rapid communication through the latest methods of teletypewriter-telephone linkage. This linkage will enhance the communication exchange and bring widely scattered sources to the users' initial access points in various geographical locations.

Another grant has been awarded to Tennessee State University to initiate a basic survey, feasibility study, and inventory to determine the adequacy of library resources of the predominantly black university libraries in the vicinity of Tennessee State University to support the teaching and research programs offered. An analysis will be made of the estimated cost of unnecessary duplication of library resources such as costly, little used scientific journals. Certain disciplines of particular interest to Tennessee State University, such as environmental quality improvement, rural economic development, health and nutrition, and urban studies will receive major attention. Areas of interest to

neighboring institutions will be included in the study with special attention to new courses planned for early adoption including, as appropriate, Afro-American studies, and allied health and premedical programs.

Library Management System (LMS)

The National Agricultural Library plans to collaborate with the National Library of Medicine and the Council on Library Resources (CLR) in a joint test of the Library Management System (LMS), an IBM-developed software product. LMS, developed in IBM's Los Gatos Laboratory, was designed as a total on-line computer library system, in which the patron can search the library files, and the librarian can order, receive, catalog, and lend books.

It is a general library system, intended for adaptation to the needs of a variety of libraries, and, therefore, must accommodate the different needs of a broad range of library users, from new patrons to experienced librarians.

In order to determine the usefulness of this system to libraries with large collections, a feasibility study of LMS is planned for early 1972. The study will be conducted under the auspices of the Council on Library Resources, using the IBM/370, Model 155 provided by the National Library of Medicine. The National Agricultural Library would provide funds to the Council so that adequate manpower would be located at the National Agricultural Library and at the National Library of Medicine during the operational testing period.

Continuing Education

The NAL is deeply concerned to provide for the highest level of professional development for its employees and at the same time to provide for the education of agricultural librarians and technical information specialists in the U. S. and abroad. An educational program is being developed in cooperation with the School of Library and Information Services, University of Maryland, which provides training in research methodology for teams of graduate library students, librarians, and library school faculty by involving them in the analysis of important and current problems of a library system. The procedures thus developed can be used in several ways, including all of those generally taught in a library school or a continuing education curriculum.

John Sherrod

December 1971

APPENDIX I

SEMIANNUAL REPORT ON DEVELOPMENTS AT THE LIBRARY OF CONGRESS
January 1972

Legislation Relating to the Library

LC Appropriations for Fiscal 1972

Public Law 92-51 provided for a direct appropriation of $68,053,250 to the Library of Congress for fiscal 1972.

This included an appropriation of $33,476,000 for Salaries and Expenses, Library of Congress. This amount provided for an additional 78 positions for the Administrative, Reference, and Processing Departments and the Law Library. It also provided for $7,145,000 for the National Program for Acquisitions and Cataloging, which heretofore had been funded by the U. S. Office of Education.

For Salaries and Expenses, Copyright Office, $4,586,000 was approved. This allowed for 25 new positions.

For Salaries and Expenses, Congressional Research Division, an appropriation of $7,166,000 was made. This allowed for an additional 75 positions. This large increase reflected the new responsibilities assigned to the service under the Legislative Reorganization Act of 1970.

An appropriation of $9,726,750 was approved for the distribution of catalog cards.

An appropriation of $971,000 for Books for the General Collections was made.

For Books for the Law Library, $156,500 will be available.

An appropriation of $8,550,000 was made for Books for the Blind and Physically Handicapped.

The P.L. 480 Program received $2,891,000. An increase in U. S. dollar support will allow for a new position of Field Director to serve Morocco and Tunisia.

The amount of $454,000 was approved for furniture and furnishings and $76,000 was appropriated to enable the Congressional Research Service to assist in the revision of Hinds' and Cannon's Precedents.

Under appropriations to the Architect of the Capitol, $71,090,000 was appropriated for the Library of Congress James Madison Memorial Building and $1,162,000 was approved for structural and mechanical care of the Library

buildings and grounds. Included in this amount was $20,000 for replacement of defective surfaces around the buildings and $8,000 to provide for a small parking area on a section of the grounds adjacent to the Main Building.

Copyright Legislation

Prospects for enactment of the copyright revision bill, S. 644 in the 92d Congress, brightened greatly when a compromise proposal for solution of the main issues concerning cable television carriage of broadcast signals was accepted by the three groups principally concerned. The compromise proposal, worked out by the White House Office of Telecommunications Policy and endorsed by the Chairman of the Federal Communications Commission, was agreed to in November 1971 by representatives of the broadcasting, cable television, and motion picture industries. The Federal Communications Commission is expected to issue a set of rules incorporating the terms of the compromise, to become effective in March 1972, and Senator McClellan, Chairman of the Senate subcommittee in charge of the copyright revision bill, has stated that he intends to proceed promptly thereafter to have the Senate act on the bill.

Three bills pertaining to copyright were enacted into law during the latter part of 1971. The first, S. 646, approved October 15, 1971 (Public Law 92-140), extended the copyright law to sound recordings so as to protect them against unauthorized reproduction and distribution to the public. The second bill, S. J. Res. 132, approved November 24, 1971 (Public Law 92-170), further extended until December 31, 1972, all renewed copyrights that would otherwise have expired before that date. The third was a private bill, S. 1866 (Private Law 92-60), approved on December 15, 1971, granting copyright for 75 years to the trustees under the will of Mary Baker Eddy in the various editions of Science and Health.

International Copyright Conferences

At a diplomatic conference held in Paris July 5-24, 1971, the delegations of 75 countries adopted a revision of the Universal Copyright Convention, which was then signed by 26 countries including the United States. A simultaneous diplomatic conference of Berne Union countries, of which the United States is not a member, adopted a corresponding revision of the Berne Convention.

A new "Convention for the Protection of Producers of Phonograms Against Unauthorized Duplication of their Phonograms" was completed at an international conference held in Geneva, October 18-29, 1971. It provides for international protection among adhering countries against the making, importation, and public distribution of unauthorized duplicates of sound recordings, and corresponds in substance with the new law enacted in the United States, Public Law 92-140 mentioned above.

Work Stoppage at the Library of Congress

On June 23, 1971, some 20 to 30 Library staff members who are deck attendants commenced a work stoppage in the form of a sit-in in the Main Reading Room. Library officials attempted immediately to learn why the group was refusing to return to work. A memorandum of grievances about position classification, promotion policy, and working conditions was submitted by the group to the Chief of the Stack and Reader Division. Library officials tried to talk to the group but found communication extremely difficult. The group demanded an answer in writing to their request for reclassification and the Director of Personnel gave them a memorandum saying that an answer would be provided to them at a specified time. The group's members were repeatedly urged to return to their work stations and they were advised of the possible serious consequences of their action.

After all attempts at meaningful communication proved fruitless during the first day of the sit-in, the Library's General Counsel read to the group and distributed several copies of a statement by the Librarian of Congress directing the individuals involved to return to work within 30 minutes. Many members of the group did so. The names of those who remained were taken.

On Thursday, June 24, the recalcitrant group returned to the Main Reading Room instead of to their work stations. During the morning they became increasingly disruptive, arbitrarily filling out a large number of call slips, and bothering workers and other readers. The group called themselves black deck attendants, although one white staff member also participated in the work stoppage. During the day, the Library administrators became increasingly concerned about those black staff members who had reported to work and who were being intimidated in an effort to get them to join the stoppage. Supervisory personnel entered the Reading Room and individually ordered each staff member conducting the work stoppage to return to work. Four people returned. Those who did not return were given suspension notices telling them that they were suspended through June 28 and that they should report for duty on Monday or as soon thereafter as their work schedules provided. At this time those remaining became highly disruptive and abusive.

On Friday, June 25, all staff members in the Stack and Reader Division on reporting at 8:00 a.m. received copies of the results of the classification review which had been underway in the Position Classification Office. This memo indicated establishment of a GS-4 senior deck attendant position and an area supervisor GS-5, thereby providing deck attendants a GS-2-3-4 promotion plan ($4,897-$8,065). Copies were also available for suspended employees present. The classification action was the result of a careful study of the positions, which had been in progress at the time of the sit-in, based on standards set by the Civil Service Commission under 5 U.S.C. 5107. When one

woman deck attendant who had been on sick leave on Thursday tried to report to her duty station, the suspended group followed her into the stack area of the Library. Because these employees had been suspended, they were thus not entitled to access to the stacks and it was the feeling of the Library administration that intimidation of staff could not be tolerated. The LC Special Police were dispatched to the deck and asked the group to leave the building. The group moved to the front of the Main Building. They attempted to break a police barrier to get up the stairs and enter the Main Reading Room. The Main Reading Room was closed by officers of the Library and the group was so informed. After considerable disruption, the group left the Main Building and proceeded immediately to the Thomas Jefferson Reading Room in the Annex--the other general reading room of the Library. At the request of Delegate Walter Fauntroy (District of Columbia) the Librarian of Congress and the Director of Personnel went to the Annex to address the group with respect to the Federal job classification process. The Librarian asked Mr. Fauntroy if he would consider asking the group to leave the Library and return to work on Monday. After Library officials left with Mr. Fauntroy a rally took place with outside individuals addressing a group of approximately 400 people first in front of the Main Building and then in the Thomas Jefferson Reading Room, where the group became extremely disruptive.

Complaints were being received from staff and readers who were unable to carry on their normal business or continue their study.

On Monday, June 28, seven of the suspended staff members, whose suspension had now ended, returned to work and three reported in sick; two were not scheduled for duty that day. Fourteen deck attendants and one sympathizer from another division resumed their sit-in in the Main Reading Room at approximately 9:30 a.m. Officials of the Library and the General Counsel went to the Reading Room and read a statement to each of the individuals involved. They were advised that if they did not go back to work, they would be separated from their jobs. Four members of the staff returned to work. The others refused and the remainder received separation notices including information on appeal rights, where applicable. Those persons separated from the staff left the Main Reading Room. At approximately 1:30 p.m. they resumed their sit-in. At this time the Buildings Management Officer and Library Special Police went to the Reading Room and individually asked each person to leave or be subject to arrest. Four persons allowed themselves to be arrested. The first individual arrested threw a chair at the LC police and caused minor injuries to two officers. Four persons left after being asked to remove themselves from the Reading Room.

Legal actions were instituted in the U. S. District Court and the decision of the Court was that the separated employees should exhaust their administrative remedies before making the action a matter for the Court.

Under Library of Congress grievance procedures, those persons who have worked at the Library for 12 months or more have a right to appeal their separation. For those eligible, a hearing before an appeals board in the Library has been scheduled for January.

American Library Association Fact-Finding Inquiry

At the Annual Conference of the American Library Association in June 1971, the ALA Council adopted the following resolution:

"WHEREAS, the American Library Association has repeatedly affirmed its belief in the principle of equal employment; and

WHEREAS, the Library of Congress, by virtue of its position as the national library, should be a beacon light in the field of equal employment; and

WHEREAS, it is alleged by a personal member of the Association that the Library of Congress discriminates on racial grounds in both (sic) its recruitment, training, and promotion practices;

NOW THEREFORE BE IT RESOLVED, that the Membership Meeting call upon Council to effect an immediate inquiry into the facts of the case and with the purpose of assuring appropriate action with the least possible delay and with a full report to Council no later than Midwinter 1972, and that

BE IT FURTHER RESOLVED that the Librarian of Congress be immediately informed of the ALA's grave concern over this matter and of its planned investigation."

Submitted by: Joslyn N. Williams, Personal Member

This resolution was transmitted to the Librarian of Congress on July 1 by ALA's Executive Director. The transmittal letter stated that, "In order for the Staff Committee [Staff Committee on Mediation, Arbitration and Inquiry] to proceed, we must have a Request for Action from one of the principals in the case." Mr. Clift indicated that he was writing to Joslyn Williams of the Library staff asking him if he wished to submit such a request. A letter of August 24 to the Librarian from Mr. Clift indicated that the committee had not received the information from Mr. Williams that was necessary to proceed. In answer to a request of September 15 from Mr. Clift, information regarding the Library's employment and promotion procedures as well as the regulations relating to equal opportunity in LC were sent to him.

The Library was informed by telephone conversation on September 29 that no Request for Action had been received and ALA was planning no further action at that time.

On October 12, 1971, however, Executive Director Clift notified the Librarian that an initial visit of the fact-finding team to Washington had been scheduled and asked for a list of names of individuals to testify before the committee. (The Library was later told that the committee had not received a Request for Action but felt that it must go ahead with the investigation because it was ordered to do so by Council.) Because such an inquiry

was without precedent and because the Library is an agency of the Federal Government in the legislative branch and as such under the jurisdiction of the U. S. Congress, the Librarian of Congress transmitted Mr. Clift's letter to the Chairman and Vice-Chairman of the Joint Committee on the Library, asking how LC should proceed. Copies of these letters were sent to the American Library Association.

On November 9, Congressman Wayne L. Hays, Chairman of the Joint Committee on the Library, gave the Library a copy of a letter he had written to Senator B. Everett Jordan, Vice Chairman of the Joint Committee; the letter states in regard to the inquiry:

"I have been consulted by Dr. L. Quincy Mumford about the Association's request for cooperation in this inquiry. I have told him that under no circumstances can we permit an outside non-governmental organization to make such an inquiry.

"It is my belief that the American Library Association is infringing on and usurping the oversight responsibilities of the Congress in making an investigation of an Agency under the exclusive jurisdiction of the Congress.

"Several months ago when these allegations of discrimination were first made, I had a meeting with the individuals who have apparently instigated this action by the American Library Association. I told them that we would carefully examine any evidence they could produce and document. I stressed our desire to correct any situation they would bring to our attention. Despite this open invitation, we received no evidence."

The Executive Director of the American Library Association was advised of this action by telegram on the day the letter was received and was notified that the Library would follow the instructions of the Joint Committee on the Library. The Library of Congress did not, therefore, present testimony before the Committee when it met in Washington in December.

Equal Opportunity Program

An appraisal and evaluation of the Library's Fair Employment Practices Program, which was established in 1962, resulted in revision of the program to make it more fully responsive to current needs. The new Equal Opportunity Program, which replaced the Fair Employment Practices Program, became effective in September 1971. The Equal Opportunity Program is designed to provide every employee with an opportunity to obtain accurate and current information bearing on his employment, to be heard fully on inquiries and complaints in the area of discrimination, and to have timely replies to his inquiry or complaint. The program provides for four Equal Opportunity Officers, one of whom is appointed Coordinator for a 1-year rotating term. He is responsible for the coordination of activities of the program, the planning of special studies, and the prompt handling of complaints and grievances relating to discrimination. The enlarged program also calls for the appointment of

Counselors in addition to the four Equal Opportunity Officers. The objective is to provide one or more Counselors in each of the principal buildings housing Library activities to receive initial information from employees with the expectation that most inquiries can be answered and most problems resolved quickly at the Counselor level. The Deputy Librarian of Congress was designated principal officer responsible for the Equal Opportunity Program in the Library, and he has been working with the Equal Opportunity Officers and with management and staff to ensure effective functioning of the program.

Library of Congress James Madison Memorial Building

After more than 12 years of planning for a third building, construction work on the Library of Congress James Madison Memorial officially started May 1, 1971.

The total building project will be carried forward under three separate contractual phases: Phase I will include excavation and the foundation walls up to grade level, Phase II the pre-purchase of exterior stone, and Phase III the superstructure and interior construction.

On April 23, 1971, the Architect of the Capitol awarded a contract in the amount of $7,239,500 to the Henry A. Knott Company for the Phase I construction. The contract time of 370 calendar days began on May 1, 1971, and accordingly all work on this phase is due for completion by May 4, 1972.

On December 16, 1971, the Architect of the Capitol awarded the Phase II contract for exterior stone in the amount of $5,279,413 to the Georgia Marble Company. The contract time of 850 calendar days began on January 3, 1972. Work will be due for completion on May 1, 1974.

Barring labor strikes, major building changes, bid protests, etc., and assuming the schedules mentioned above are met, the latest projected time schedule indicates completion of the building by Spring 1975.

Acquisitions

National Program for Acquisitions and Cataloging

A shared cataloging program under the National Program for Acquisitions and Cataloging for Spanish publications has been established by the Library of Congress. A local Spanish staff, employed by the Library's blanket order bookdealer in Barcelona and trained by the Library of Congress Field Director, Mrs. Mary Marton, are adapting advance bibliographic data from the Bibliografía Española and are matching the data with the appropriate Spanish imprints, supplied by the dealer, for rapid transmission to Washington. Library of Congress printed catalog cards utilizing the bibliographic data will bear the symbol "SP" (Spain), plus the date of the corresponding issue of the Bibliografía Española.

The establishment of the Barcelona center on the premises of the Library's dealer brings to a successful conclusion negotiations extending over several years. Earlier plans had to be postponed because of funding uncertainties but in December 1970 discussions were carried on with Dr. Luis Sanchez Belda, Director General de Archivos y Bibliotecas, and Dr. Vincente Sanchez Muñoz, Director of the newly established Instituto Bibliográfico Hispánico, as well as with the Library's Spanish book supplier. In June 1971 a final agreement was reached.

Funds for the National Program for Acquisitions and Cataloging, which had previously been transferred to the Library by the Office of Education, Department of Health, Education and Welfare, were appropriated directly to the Library of Congress with the signing into law in mid-summer of P. L. 92-51, the Legislative Branch Appropriations Act (see above). Direct appropriations to the Library will help to insure continuity of planning and administration of the NPAC Program. The fiscal year 1972 appropriation, which includes full annualization of statutory pay raises granted in 1971, is supporting the program at approximately the same level of operation as in fiscal year 1971.

Increases in prices and acquisitions coverage necessitated a revision in the operating procedures and costs of the NPAC Southeast Asia program in FY 1972. Participants were given the option of purchasing comprehensive or selective sets of materials from Indonesia and/or Malaysia, Singapore, and Brunei. The NPAC Southeast Asia Program was given considerable attention at the December CORMOSEA meeting (Committee on Research Materials for Southeast Asia of the Association of Asian Studies) at Northern Illinois University in DeKalb. These discussions will be continued at the forthcoming Association of Asian Studies meeting to be held in New York in March 1972.

Public Law 480 Programs

Negotiations are still in progress for two new P. L. 480 programs authorized in fiscal 1972. It is hoped that a limited program for Poland might begin in January 1972 for the acquisition and distribution of current serials and monographs to LC and 12 other research libraries. Since it was not possible to arrange for a resident LC Field Director in Warsaw, this program would be administered directly by the Library's Overseas Operations Division in Washington. Discussions have been held over a period of several months for the initiation of a pilot program in Tunisia, while in Karachi the Field Director has discussed arrangements with a local dealer for the acquisition and distribution to 10 participants of selected Iranian publications. Recent developments may delay implementation of the latter indefinitely. Changes in overseas staffing affect the following Field Directors: James R. Bowman, now in Rio de Janeiro, Jerry R. James, now in Belgrade, and Robert B. Lane recently assigned to Karachi.

During the fall the Belgrade office compiled individual lists of monographic series currently being supplied to each participant. The Field Director is investigating the possibility of adjusting future selection of monographs, based on individual profiles of participants' needs. With the cooperation of program participants, the New Delhi office is also reviewing selection criteria for legal materials with the object of eliminating certain

categories that have little or no research value for participants. The New Delhi office is studying methods of accelerating the production of LC printed cards for vernacular materials by having final card-copy set locally and airmailed to LC for reproduction and distribution by the Card Division.

Delivery of shipments from all P. L. 480 countries was delayed by the protracted dock strikes in the U. S. The full effect of the outbreak of hostilities between India and Pakistan in December on the acquisition and distribution of publications from South Asia and Iran will probably not be known for some time.

Exchange and Gift Division Activities

Increased cooperation with the various agencies and bureaus of the State governments resulted in additional items being listed in the Monthly Checklist of State Publications during the last year. The total number of entries recorded in the Checklist for the period January through December 1971 rose to 22,908, an increase of approximately 4.6 percent over last year's total of 21,882 entries.

New Exchanges. Late in 1968 the Department of State gave the Library of Congress approval for the initiation of exchanges with institutions in several countries with which the United States does not have diplomatic relations. As a result the Library has succeeded in developing exchange agreements with the State Public Library, Ulan Bator, Mongolian Peoples Republic; the Library of Social Sciences, Hanoi, North Viet-Nam; the State Central Library, Pyongyang, North Korea; the National Library, Tirana, Albania; and the University Library, also Tirana. Exchange material is now coming regularly from all of these sources and constitutes an encouraging breakthrough in LC's efforts to obtain as broad coverage as possible of publications from all over the world. Negotiations to revive exchanges with institutions in the People's Republic of China have not been successful to date.

Disposition of Surplus materials. The Library at all times has a large, unsorted collection of surplus and duplicate materials available to libraries for exchange or donation. In accordance with Federal surplus property laws and LC regulations such materials are disposed of through a descending series of priorities. First they are made available by transfer to other Federal agencies and for exchange with other libraries. After an appropriate waiting period, items not selected by Federal agencies or for exchange purposes are considered as surplus to the Government and are open for donation to educational institutions or public bodies within the United States. Educational institutions are defined as public libraries or schools offering an accredited course of instruction for which diplomas or certificates are awarded upon completion. Public bodies include State and local governments. For further information

eligible recipients should call Area Code 202, 426-5243, or write to the Exchange and Gift Division, Library of Congress, Washington, D. C. 20540.

Order Division Activities

The Order Division continued its traditional role of placing orders, maintaining and expanding standing order arrangements, and making payments for an increasing quantity and variety of forms of library materials published throughout the world. Inflation, the devaluation of the U. S. dollar, added service charges, and increased transportation and postage expenses are all expected to affect library acquisitions programs in the coming year.

Cataloging

Cataloging production continues at a satisfactory rate, output keeping up with input, but it is not expected to equal last fiscal year's record production of over 254,000 new printed card titles. The difference, however, will be that fewer older titles backlogged in process will be completed. The present rate is running at the level of about 235,000 titles a year.

Catalog cards for many more American publications will be available well before the book is published, thanks to the Cataloging in Publication (CIP) program, reported in detail below. Although promptness in producing printed cards for American imprints in general has improved considerably since last year at this time, LC's efforts to improve promptness in producing cards for foreign publications have had only very limited results. However, the serious tie-ups in the processing of South Asian and Japanese vernacular materials that existed last June have been largely corrected.

The last half of calendar 1971 saw the beginning of a program whereby the manuscript cards for Japanese material cataloged by the Library of Congress are sent to Tokyo for the photocomposition of reproduction proof. After the Tokyo printer photocomposes the card and the NPAC Office in Tokyo edits the camera copy, the reproduction proof is returned to LC for photo offsetting LC cards. During the coming year approximately 15,0000 Japanese titles will be photocomposed in Tokyo. This program has speeded up the availability of Japanese titles and has at the same time considerably improved their legibility and appearance.

For the past 6 months the Library has been analyzing all monographic series, whenever they lend themselves to analysis. This extends and completes the coverage being given to monographic series from NPAC shared cataloging countries. This development should also speed up the availability of LC printed cards since it has made possible a simplification of operational procedures.

Libraries making heavy use of LC cards for titles in languages not written in the Roman alphabet were queried on their reaction to printing the uniform

title or the romanization of the title-page title between the heading and the body of the entry. The favorable response has led the Library to recommend some minor changes in cataloging rules that would give authority to this innovation.

Cataloging in Publication

With a $400,000 matching grant from the National Endowment for the Humanities and the Council on Library Resources, the Cataloging in Publication program began July 1, 1971. During the last 6 months, 100 publishers who indicated an interest and intent to participate in the program were invited to begin sending their titles into the CIP Project. By the end of December 1971 approximately 1,500 CIP titles had been processed. In 1970 these 100 publishers published approximately 11,500 titles. During the first part of 1972, 60 more publishers will be invited to begin sending their titles to the CIP Project. By June 30, 1972, the goal is to provide Library of Congress Cataloging in Publication data at the rate of 17,000 titles per year, approximately 50 percent of the output of American trade publishers.

Classification Schedules

The fifth edition of the classification schedule of Class T (Technology), which incorporates the additions and changes adopted up to July 1970, was published in September 1971. Additions and changes in Class T adopted while the schedule was in preparation and after it went to press were published in L.C. Classification--Additions and Changes List 163 (July - September 1971) pp. 96-109.

Work on the preparation of the sixth edition of Class Q (Science) progressed satisfactorily and publication is expected in the spring of 1972. The third edition of the schedule of subclasses B-BJ (Philosophy, Psychology) is in preparation and is expected to be published in mid-1972. Finally, the preliminary draft schedule for subclass KD (Law of the United Kingdom and Ireland) has been completed. After undergoing editorial review, the schedule will be prepared for internal use in the classification of newly cataloged British and Irish law materials during a testing period of approximately 6 months. Subsequently, the schedule will be indexed and published for distribution.

Subject Headings

In the January--September 1971 Supplement to the seventh edition of the LC subject headingslist the supplementary material to Subject Headings for Children's Literature was published, at the end of the regular supplement. It includes all new material since the edition was published in 1969 and will continue to be cumulated through 1971. Additional supplementary material will be included in future supplements.

Decimal Classification Activities

Dewey 18 was published during the last week of 1971. The tenth abridged edition, having been reviewed by consultants representing the interests of small public and school libraries, is in press, with publication anticipated early in 1972. Liaison continues in the assignment of numbers by LC and the British National Bibliography, both of which institutions began to use Dewey 18 with the beginning of 1971. An issue of Decimal Classification Additions, Notes, and Decisions was prepared and distributed explaining the major changes in Dewey 18 so that they may be understood by Dewey users prior to their receipt of the actual text. Assignment of Dewey numbers continued to cover nearly all titles in English cataloged by the Library, as well as some in other languages.

Serials

Cataloging of Serials

In Cataloging Service Bulletin 99, the Library reported its decision to abandon the practice of cataloging as single bibliographic entities those serials which undergo major changes in title or corporate author. Since July 1971, separate successive entries have been made for such serials. At the same time, changes in procedures and an augmented staff made possible full implementation of a policy of cataloging from the first issue of a serial received. As a result of these actions, LC has been able to achieve better internal control of new serial receipts and to provide card subscribers with a faster and expanded service for serials.

Serials Format and Editing Manual

Serials, A MARC Format. Addendum Number 1 was issued in June 1971 This addendum gives the revisions made to the MARC serials format since its original publication in August 1969. The addendum may be purchased from the Government Printing Office for 35 cents. A publication containing the MARC editing manuals for serials has been prepared and will be printed at the GPO.

Serial Records Updating

In addition to the MARC editing, the Library's bibliographic record for serials is being updated. Bibliographic information contained in several of the Library's files is consolidated into one record and then compared against the latest issue of the serial. Certain data elements essential for the identification of the serial (e.g., entry, title, etc.) are updated when necessary. Detailed time and cost figures have been kept for all aspects of the work. This project can be viewed as a retrospective conversion effort for serials and will yield important data for future serials conversion efforts. Cost figures from this project may determine whether libraries can afford these updating procedures on a large-scale basis.

Card Distribution Service

Throughout 1971 the Card Division has been able to maintain service at an acceptable level with a turn-around time of approximately 7 working days from receipt of order to shipment of cards for in-stock titles. Of the orders received, approximately 75 percent can be filled immediately and about six percent represent preassigned card numbers for which cataloging copy is not yet available. As the Cataloging in Publication program expands, the percentage of orders which can be filled immediately will increase, and as a consequence the six percent figure will decline. Efforts aimed at reducing the time required to fill orders for cards which require reprinting or which must be reproduced through the copyflo process are continuing, and results thus far are promising.

Volume of Orders Received and Card Prices

The number of orders received continues to decline. During fiscal 1971 orders were at the 10,000,000 level, down 10 percent from the preceding year. Orders received have declined another 15 percent during the first half of fiscal 1972, and present projections indicate an "orders received" figure of roughly 8,500,000 for the current fiscal year. There are a variety of reasons for the decline of volume in individual card sales, including the present level of economic activity in the United States as it affects the publishing industry and library budgets, the growth of commercial and cooperative processing centers, and the impact of improved technology for reproducing multiple copies of catalog cards by photographic and electrostatic methods. It is important for the library community to recognize, however, that the result of lower sales and distribution volume is higher per-unit costs for the card distribution service, which by law must be selfsupporting. Although every effort is being made to avoid any increase above the present card prices, because of rising wage and printing costs and declining volume of sales, a review of card prices will be essential early in 1972.

Phase II of the Mechanization Project

Installation of all Phase II equipment has been completed and the system which has been loaded with 200,000 machine-readable catalog card records is at present operational on a limited basis, while testing and adjustment are made on the automatic offset presses and cutting and collating equipment. The data base as now loaded in the system would enable the Library to fill approximately 40 percent of daily card orders received. Currently, only about 10 percent of orders received are being processed through the Phase II system because of the limited throughput of the offset press and related cutting and collating equipment. In order that service on card orders may be maintained at present levels, the full implementation of Phase II will be a gradual process in which each step forward will be taken only after extensive testing.

"7 series" Card Numbers

As soon as possible in 1972, the "7 series" of catalog card numbers, a distinguishing feature of which is the use of the second numeral in the card number as a "check digit," will be replaced by a "72 series" which will eliminate the use of a "check digit." This will have virtually no effect on most libraries ordering LC printed catalog cards, for to the human eye card numbers assigned in the "72 series" will look the same, that is, they will consist of "72" followed by a dash and a serial number consisting of up to six digits. Previously used "7 series" card numbers which incorporated the number "2" as a "check digit" will remain valid and will not be duplicated by numbers assigned in 1972 and succeeding years. A Cataloging Service Bulletin providing more detailed information on the "72 series" will soon be issued.

Book Catalogs

The National Union Catalog

The 1970 annual edition of the National Union Catalog consists of 14 volumes containing 14,431 pages. As in the case of the 1969 annual, partial shipments have been made to subscribers as the work progressed, and the last three volumes, now in final proof, were ready for mailing by the end of December.

The 1968-72 quinquennial will be the largest publication ever undertaken by the Catalog Publication Division. It is estimated that the author catalog, containing over 2,000,000 main entries, will require 102 volumes. Seventeen volumes will be required to list the 8,685,000 additional locations that have been reported. The music and phonorecords supplement will consist of five volumes, and reports on motion pictures and filmstrips will require four additional volumes. The contract for publishing the quinquennial has been awarded to Edwards Brothers of Ann Arbor, Mich.

Other Current Catalogs

The 1970 annual edition of the Books: Subject catalog contains 9,099 pages published in nine volumes. The first five volumes were mailed to subscribers early in October 1971, and the last four volumes were mailed early in December. Work has now begun on the 1971 annual edition, which will contain an estimated 10,300 pages.

The 1971 annual edition of the Music and Phonorecords catalog is now well in hand, and publication will be completed early in 1972. Priority has been given to this catalog because there is only one January-June issue during the year, and it is hoped that prompt publication of the annual edition will give subscribers reasonably satisfactory coverage of their field.

Publication of the 1970 annual edition of the National Register of Microform Masters is nearing completion, and the finished work, containing some 62,250 main entries, will appear early in 1972. It is hoped that the 1971 and

1972 annual editions may both be produced in 1972. The 1970 annual volume will contain over 1,060 pages, an increase of more than 550 percent over the 183 pages of the 1969 edition.

Publication of the seventh edition of Newspapers on Microfilm has been delayed by lack of staff to implement the new editorial policy adopted for this catalog, but work on this edition should be completed during the spring of 1972. More than 11,600 reports, covering the newspapers of twelve States and the District of Columbia, have been edited thus far, creating 7,538 main entries for the new edition. Some 30,000 reports remain to be edited.

Publication of the Pre-1956 National Union Catalog

From July through December 1971 the National Union Catalog Publication Project forwarded 481,000 edited cards to the publishers of the Pre-1956 NUC, Mansell Information/Publishing Ltd., London, England. This brings the total number of cards shipped to 4 million. Receipt of advance signatures for volume 195 (through Gerhardt, Johannes) marked the completion of one third of the set. Surpassed only by the file for the United States, the Great Britain file, accumulating since the early 1900's, ran to 133,000 cards. Extensive editing over a period of 6 months reduced it to 75,000 edited and corrected cards which will appear in their proper sequence. Other large files presenting problems of arrangement were Benjamin Franklin, Germany, and Johann Wolfgang von Goethe.

Far Eastern Languages Catalog

The Far Eastern Languages Catalog, a dictionary catalog of Chinese, Japanese, and Korean works for which the Library of Congress has prepared printed catalog cards since 1958, will be published and sold by G. K. Hall and Company during the second half of 1972. This catalog, which will consist of 22 printed volumes, will provide access by author, title, and subject to a substantial part of the East Asian language collections of the Library of Congress. G. K. Hall and Company plans to issue in February 1972 a brochure providing detailed information on the arrangement, content, price, and publication date for this unique reference tool.

Automation in Technical Processing

MARC Editorial Office

Since the inception of the MARC Editorial Office in March 1969, approximately 228,000 bibliographic records, representing English language monographs, have been converted to machine-readable form. Of this number, 62,000 were converted during the last 6 months of calendar year 1971. In addition, there are approximately 13,500 records on the residual data bases (records-in-process).

In conjunction with the day-to-day production activities, two innovations have been made to increase the timeliness and utility of the MARC record. On October 12 the first 189 Cataloging in Publication records were distributed to the MARC subscribers. The CIP program was designed with MARC Ed as an integral part; the intention is that the cataloging information sent to the contributing publishers will be taken from the MARC tapes. MARC participation in this project enables MARC subscribers to receive bibliographic data, except for collation and pagination citations in notes, at the time the information is first available from data sheets or galley proofs, and to receive the completed data long before publication.

MARC Ed continues to be troubled with periodic backlogs because of the erratic nature of its receipts. However, the retention of two verifiers and two editors from the RECON Project enabled MARC Ed to process an exceptionally large number of records during the last months of the year. During this period, several of the weekly tapes exceeded 2,000 records each, the largest tape being 3,014 records for the week of November 10-16.

MARC Development Office

The MARC Development Office is responsible for the development and implementation of automated systems for: internal bibliographical controls for technical processing; conversion of cataloging and authority data to machine-readable form; and use of these records to produce book catalogs, special listings, other printed output, and MARC tapes.

In order that automation of technical processing can proceed with some guarantee that components of the system will fit together as the system is expanded, guidelines for the period 1971-75 were developed, including Library functions that met the specifications of the following criteria: automation of a function must be technically feasible (within the state of the art today); the function must be capable of being automated in a reasonable period of time; and the function must be of such scope that it has a significant impact on the operations of the Library of Congress.

The guidelines describe a core bibliographic system. This includes functions utilizing a machine-readable process file, established names and their references, the subject authority files, and the expanded MARC bibliographic files. On-line access will be provided to these files, with a two-way link between the authority files and the MARC and process files to facilitate book catalog production and to aid in the cataloging process.

Multiple Use MARC System

Further development in automation of the core bibliographic system is dependent upon the implementation of the Multiple Use MARC System (MUMS). This new system is being designed to process machine-readable records regardless of the source and content of the record and the master file in which the record will eventually reside. The system includes all the processing required to store, maintain, and retrieve records in both on-line and off-line modes and can maintain files on either disk or tape.

Progress has been made in defining specifications for MUMS. The interim description contains detailed definitions of basic MUMS functions. Requirements of the data management service needed for MUMS have been completed, and a data management system that will support the bibliographic data bases is in the design stage. Other tasks accomplished to date include the selection of a CRT (Cathode Ray Terminal) device for data input and display, documentation of various system and program interface standards, specifications for certain system programs, and specifications for the processing format. A time frame for system development has been established, and the system is expected to be in operation in 1974.

Bibliographic Applications

The remainder of the projects in progress in the MARC Development Office has been divided into four categories: machine-readable cataloging and associated products, authority files, the process file, and the Order Division project. Although some of these projects had been initiated prior to or independent of the master guidelines and the Multiple Use MARC System, they are being coordinated with these recent developments in mind.

Machine-Readable Cataloging and Associated Products

The MARC system is being redesigned to provide increased capability in processing bibliographic records in a machine-readable form. The major benefits resulting from this redesign will include an on-line capability for correcting MARC records and updating CIP records. The MARC internal processing format has been modified to eliminate the previous restriction of limiting the maximum size of the internal record to 2040 characters. In addition, the MARC data files are being redefined to allow use of direct storage devices as their storage medium.

Another innovation in this area is format recognition, a technique that allows the computer to process unedited bibliographic records by analyzing data strings for certain keywords, significant punctuation, and other clues to determine the proper identification of the data fields. The Library has been developing this technique since early 1969 in order to eliminate substantial portions of the manual editing process. The program has been operational since May 1971. To date, approximately 17,000 RECON records have been processed through the program. The editing/proofing procedure of the manual process has been replaced by a proofing-only procedure. Current statistics show a proofing rate of 8.4 records per hour under format recognition as opposed to the old editing/proofing rate of 4.6 records per hour. Input of current MARC records through the format recognition programs will begin in January 1972.

The RECON Pilot Project was established at the Library in August 1969 to test various techniques for conversion of retrospective catalog records. With the official termination of the project in August 1971, approximately 60,000 records for English language monographs in the 1968, 1969, and 7-series of card numbers which had not been included in the data base of the MARC Distribution Service had been converted to machine-readable form. Investigation of micro-

filming techniques to provide large amounts of source documents for conversion and a study of input devices to determine if available hardware would meet the requirements for bibliographic input took place during the pilot project. Research was also conducted to identify and analyze the problems connected with converting records for foreign language and older titles. The RECON Working Task Force, composed of representatives from different types of libraries, coordinated the efforts for several research projects that would have implications for the entire library community. The final report of the pilot project, covering the work done by both the Library of Congress and the RECON Working Task Force, is in preparation and will be available early in 1972.

The MARC Development Office is continuing its efforts to coordinate the conversion of records for motion pictures and filmstrips to machine-readable form. Tasks accomplished during the last 6 months include the design of an input worksheet and the development of editing procedures for this project. Work is in progress for modifications to the MARC processing programs in order to input these records, and specifications to produce printed cards from these records on the Card Division's photocomposition device have been defined. A program to convert tapes containing sorted film records in the Library's internal format to a format that could be input to the Government Printing Office's Linotron is also being written with contractual support. The resulting publication, Library of Congress Catalog: Motion Pictures and Filmstrips, will be the first of the Library's book catalogs to be produced from MARC records on a photocomposition device.

It has long been recognized that it would be difficult, if not impossible, to program a computer to file bibliographic records according to the present LC filing rules. New simplified filing rules have been developed by the Technical Processes Research Office, and a program called LIBSKED (Library Sort Key Edit Program) has been developed to build sort keys to produce entries in the new arrangement. LIBSKED builds a sort key using the information found in the MARC record such as tags, indicators, subfield codes, and punctuation. It is estimated that fewer than two percent of the headings will require manually input filing fields to produce the desired arrangments. LIBSKED is being used initially in the production of book catalogs and other special listings.

Conversion to machine-readable form of 9000 monograph records from the Main Reading Room reference collection and 4000 from the Science Reading Room has been completed. The editing of records for serials in these collections has begun. Initial products will be computer-printed listings arranged by main entry, title, subject, and call number.

In addition to the regular current awareness listings covering such areas as conference proceedings, reference materials, translations, etc., a number of special lists were produced from the MARC data base. Among them are the following: alphabetical listing of all U. S. publishers represented on MARC records during 1970 (outside requests); printout of all railroad maps for the Geography and Map Division; search using the Geographic Area Code for all books dealing with mainland China for an LC specialist; and search for books on Afro-Americans involving appropriate subject terms, classification numbers, and key words matched against titles, main entries, and series.

The MARC Development Office is also continuing its work on MARC formats. The fifth edition of Books: A MARC Format is in press and will be available from the Superintendent of Documents early in 1972. Work is proceeding on formats for music, sound recordings, and manuscripts.

Authority Files

To date, work in this area has been concentrated on a data base for subject authorities. Preliminary investigation for conversion of the name authority file was begun, but lack of staff hampered further progress on this project.

The MARC Development Office is currently developing a processing system which will allow the Library to input and maintain the LC subject headings list in machine-readable form. The processing system will also include the preparation of data for printing via the GPO Linotron. Programs to convert the files from the old GPO format to the new MARC subject headings format have been completed and implemented. Programs to update the reformatted records have also been completed, and updating of records has begun. A completely updated and merged data base for the eighth edition of the subject headings list is not expected, however, until early 1973. Programming for the ongoing maintenance and publication system is well under way, and implementation is scheduled for the summer of 1972.

Process Information File

Detailed analysis is progressing on the Process Information File (PIF) project. This file is a tool for locating titles in the process of being cataloged. A computer-based file of in-process records would accomplish the following: 1) simplify problems of maintenance (filing and weeding) present in the manual system; 2) allow access to the file by a number of access points instead of by main entry only; 3) provide accurate and up-to-date status information; 4) build the foundation for the full MARC record; and 5) provide an improved selective dissemination of information service to LC staff members. The PIF will be one of the applications of the Multiple Use MARC System.

Order Division Automation Project

The design and detailed specifications for Phase I of the Order Division Automation Project (automation of regular orders) have been completed. Phase I, Task 1 (file conversion and procedures and programs to record and print regular order information) was implemented in February 1971. Phase I, Task 2 (file management control) is now being programmed. Task 2 will convert all necessary Task 1 programs to IBM 360/OS specifications and provide a permanent machine-readable file of all regular orders. The orders will be continuously monitored through current status codes during their active lives and will be placed in an archival file when the material is forwarded within the Library for further processing. Management information will be retrieved from the records and reported to the Order Division on a regular basis. Task 2 is scheduled for implementation in February 1972. Phase I, Task 3 is the fiscal control subsystem. Programming will begin on Task 3 after Task 2 is implemented.

Technical Processes Research Office Activities

During the latter half of 1971, the principal activities of the Technical Processes Research Office included:

1. Collaboration with the MARC Development Office in the development and testing of LIBSKED.

2. Testing the performance of two types of search keys in a simulated search of the LC Process Information File (PIF). Devising an effective means of searching PIF by computer is an essential requirement for the automation of that file.

3. Provision of extensive assistance in determining costs and procedures related to various studies being conducted by the RECON Working Task Force.

4. Preparation of a study of 300 corporate headings selected randomly from the three national libraries to estimate the extent of duplication and variation in their corporate name authority files. This study was conducted on behalf of the Working Group on Name Entry and Authority Files of the U. S. National Libraries Task Force on Automation and Other Cooperative Services.

Information Systems Office

During the past 6 months the Information Systems Office (ISO) continued to place emphasis upon effective service to automation users within the Library and the Congress. Concurrent with continued development of common applications of the computer to LC operations, the quality of service and the efficiency of response to user needs was stressed. Expanding coordination with the computer operations of the Congress also received high priority.

Centralized Computer Operations

The Computer Service Center instituted more effective control procedures in an effort to enhance computer service to all LC customers. Automation of the tape library assures that tape files are available when needed. Major steps have been taken to improve job throughput and the results thus far have been impressive.

Work continued on the development of a machine utilization reporting system. This will provide a vehicle for analyzing the performance of the overall system. A number of improvements to the Administrative Terminal System (ATS) were made which have resulted in a much more stable and effective operation. A remote job entry (RJE) capability was added which permits a user to write a program using an ATS terminal and submit it for batch processing by the central computer. The Operating System (OS) was enhanced and a U. S. Navy developed flowcharting routine (FLOBOL) was installed.

Studies were made to determine the added computer power needed for the increased Library workload of the near future.

Congressional Research Service (CRS) Applications

Support to CRS services to the Congress was expanded during this session of Congress. A computer program was written to provide on-line access to additional information relative to the Digest of Public General Bills. ISO was asked to aid in developing a Senatorial Assignment System to be implemented for use by the Senate Majority and Minority Leaders to provide on-demand information with respect to committee assignments and other staffing requirements of the U. S. Senate. The production of the camera-ready copy of the Digest of Public General Bills and the Legislative Status Report for the Congress is input via ATS, on the high speed printer, resulting in manpower and machine savings both in the preparation and production of the reports.

Technical consultations were provided for the House of Representatives and the Senate concerning mutual system developmental activities. Initial activities were undertaken to provide for closer coordination among the computer installations of the House, the Senate, and the Library's central computer facility.

Communication, Standards, and Training

The program of formulating procedures for computer programmers and computer users resulted in the issuance during the past 6 months of new LC Automation Standards. Internal training sessions were conducted within the Library to acquaint programmers with new features of OS and the newly installed Customer Information Control System (CICS). Several seminars were held to communicate information on new technology appropriate to the Library automation program as well as to have reports from staff members on professional educational and conference activities. Other agencies of the Legislative and Executive Branches that have expressed interest in the seminars now regularly send representatives.

Reference Applications

Work continued on a system to maintain the files of the Science and Technology Division's National Referral Center (NRC) and to produce associated NRC directories. A file of cross references was developed and required computer programs written to convert NRC data to a format compatible with the Linotron of the Government Printing Office. A Directory of Information Resources in the United States: Physical Sciences, Engineering was the first of the Library's publications to exploit the potentials of Linotron. Initial activities to provide automated support to the Stack & Reader Division book paging (requests for materials) function were begun. A study recommending an improvement in the transmission of data between reading room service desks and stack areas was forwarded to the Reference Department and a pilot test was developed. A pilot project for automation of certain Loan Division activities was undertaken to develop faster methods of handling loan transactions.

Studies on the applicability of automation in the Division of the Blind and Physically Handicapped were initiated with particular attention to the order control process. Modules of the Processing Department Order Division system are being modified and used where appropriate. A contract has been let to develop for pre-photocomposition data processing which when completed will support work required in programs of both the Reference and Processing Departments.

Copyright Office Applications

The study and design effort for the Copyright Office was completed and a document, "A Proposed Automated In-Process Control and Information Systems for the Copyright Office" was turned over to Copyright for review and recommendation.

The U. S. National Libraries Task Force on Automation and Other Cooperative Services

In November the directors of LC, NLM, and NAL approved the proposals of the Task Force with respect to continuation of the National Serials Data Program. The Task Force's recommendations were based on its review of the Final Report of the ARL-administered National Serials Pilot Project, submitted at the conclusion of that project in June 1971.

Phase 3--the continuation of the development of a standardized data bank--of the National Serials Data Program, now scheduled to begin in January 1972, will be administered by the Library of Congress, with policy and technical guidance provided by the Task Force; it will be supported by the three national libraries, augmented by funds from outside sources to the fullest extent possible.

Initial coverage of Phase 3 will be limited to finite segments of the literature. The program will strive at first for coverage of new titles in all fields and of retrospective titles in the fields of science and technology.

The Working Group on Name Entry and Authority File has begun to design a machine format for name authority records. This task involves determination of the data elements to be included, the structure of the record, and the content designators. The Working Group is also attempting to clarify the functions a consolidated name authority file would perform so that it can be designed in the most flexible form. An examination is being made of variations from the Anglo-American Cataloging Rules practiced by the three libraries as the first step to reconcile these differences. It is hoped that this will lead to agreement on a single form when new corporate headings are established.

Preservation Activities

Preservation activities at the Library of Congress were given added impetus with the installation of equipment and furnishing for the long-planned Preservation Research Office during the fall of 1971. Although several essential items of equipment remain to be installed during the next few months, equipment on hand is adequate for a number of investigations to be initiated

and, as a result, work is proceeding on several projects.

While the installation of equipment was underway, added staff appointments were made. The research staff now includes three chemists and a laboratory technician. A fourth chemist and a secretary have been appointed and will begin work in early January, while a second laboratory technician is yet to be recruited.

The total research program is still undergoing final review and approval. However, work was begun early in December on a program to develop methods of identifying and removing the numerous types of stains encountered in the restoration of books and documents. Studies to analyze the characteristics of existing adhesives and to develop improved formulas were initiated.

The Research Office will also emphasize programs to evaluate all known methods of paper deacidification and to develop improved methods. Special emphasis will be placed on the development of vapor-phase treatments by which books can be deacidified rapidly and economically.

During the fall, modernization of the conservation workshops was completed, with the result that the physical facilities available for restoration work are among the finest in the world. The Libary has also been successful in recruiting several unusually well-trained restorers and paper conservators so that the Library's conservation program is now on a firm technical basis.

Photoduplication Service

In its continuing effort to assist in the improvement of resource material for research libraries, the Photoduplication Service has nearly completed the project of overseeing the production of a master negative for the Brazilian newspaper O 'Estado de Sao Paulo, 1875-1939. This important acquisition, which heretofore has not been available within the United States, has been produced during the last year by a contractor in Sao Paulo, Brazil. The negative microfilm is now substantially completed, and is being readied for printing of positive copies.

The Photoduplication Service continues to sustain an operating loss as reported in June. Losses are due primarily to increased labor costs. Studies are now under way to determine a rate structure that willsustain the operation on a no-loss basis.

Activities of the Science and Technology Division

In November, a reorganization of the division received formal approval; the resulting tighter administrative control should make it easier for the division to fulfill its broad range of reference, referral, and bibliographic services to the scientific community, Government agencies, and the public. For the National Referral Center (NRC), the calendar year just ended was the best ever in terms of referral requests received and processed. The division's most recent publication is the brochure Mission and Services of the Science and Technology Division. Work continued on three other division publications. The

status of these publications at the end of the calendar year is as follows: the Antarctic Bibliography, vol. 5, is being indexed; the Biological Sciences volume in the NRC series A Directory of Information Resources in the United States is on magnetic tape, ready for photocomposition; and all the additional text required to complete the Social Sciences volume in the same series has been drafted, but the entries have not yet been mailed out for the traditional validation by the organizations described therein. The division also continued providing the text for publications issued by other agencies, notably, the Bibliography on Cold Regions Science and Technology published by the Army's Cold Regions Research and Engineering Laboratory (CRREL), and Astronautics and Aeronautics: Chronology on Science, Technology, and Policy, published by the Historical Division of the National Aeronautics and Space Administration.

The division's automation activities, many of which are described above, continue. Progress on some of these applications during the past 6 months includes the following: A print-out of recent Science Reading Room accessions--confined to monographs--was produced in the form of a shelf list and a title list; still awaited is a listing by main entry. On the project for the Cold Regions Research and Engineering Laboratory of the Army Corps of Engineers, the input of bibliographic data was switched from the MTST to a Datel dial-up terminal using the IBM ATS system, and all the processing software has been converted to the OS operating system described above. Computer support for the NRC directories project, now also operating in OS, has settled down to a reliable routine, with flawless products the rule rather than the exception. The Information Resources Information System (IRIS) was used to address flyers advertising the Physical Sciences, Engineering directory, and to supply candidate indexing terms for the Biological Sciences directory.

Services to the Blind and Physically Handicapped

Forging an ever closer working relationship with the regional libraries and with voluntary associations that serve the visually and physically handicapped represents the primary accomplishment of the division for the half year that ended on December 31, 1971. Two regional libraries were formally opened, one at Dover, Del., and the other at Charleston, W. Va., bringing the total regional libraries to 50; and the opening of the 51st regional library, in Maine, is imminent.

Users of all types of library materials for the first time totalled above the 255,000 mark; the opening of new regional libraries, the continuing increase in cooperation by general public libraries with their respective regional libraries, and promotional efforts carried out cooperatively with voluntary groups, such as the Muscular Dystrophy Association, are expected to result in a still greater number of readers.

Illustrating the growing importance of the tape cassette program, a new publication issued in December entitled Cassette Books contains 700 titles and represents the most comprehensive listing to date of the division's cassette tape holdings. A new model of cassette player developed for the division has a unique feature--a speed of 15/16 ips (inches per second)--not available on models on the open market, and, also, a tone index, for marking beginnings and endings of chapters, and the like. Available in quantity late in December, the new models will be distributed in 1972.

Some progress can be reported in a project designed to translate musical notation into braille by computer. The American Printing House for the Blind (APH) of Louisville, Ky., is conducting the project under contract, funded by a grant to the Division for the Blind and Physically Handicapped from the Kulas Foundation of Cleveland, Ohio. APH has developed an experiemental system of computer-assisted transcription based on a set of alphameric mnemonics for braille music symbols entered on a standard keypunch machines; additional efforts have been made to develop a modified music typewriter as the basic input medium. Perfection of such a computer system would make much more of the vast literature of music available to the blind.

Among new aids for readers, 20 bibliographies of unique material deposited in the division's national collections were prepared; including primarily material in several forms and in several foreign languages, and, also, material in the several grades of braille. Another dozen bibliographies on special subjects were prepared for use by regional librarians in selecting material for readers.

National Union Catalog Reference Service

The number of requests addressed to the Union Catalog Reference Unit for bibliographic information and locations continues at the same high level. From January through November 1971, 46,994 queries were received. Because of the interruption caused by the relocation of the catalog and staff last autumn, delays in responding have occurred once again. The level of difficulty of questions is increasing, as well as the searching time, as more libraries have additional volumes of The National Union Catalog, Pre-1956 Imprints and seek primarily materials not covered in standard sources.

Presidential Papers Program

The William Howard Taft Papers index is being prepared for publication in the spring. It will be a six-volume index, the largest of the series. The Woodrow Wilson, James A. Garfield, and Thomas Jefferson Papers indexes and microfilm publications are scheduled for publication in that order in 1972.

American Revolution Bicentennial Program

The new Coordinator of the Library's Bicentennial Programs and head of its American Revolution Bicentennial Office is James Howard Hutson, presently Director of Publications at the Institute of Early American History and Culture, Williamsburg, Va. A Yale University Ph. D. in history, Dr. Hutson will divide his time between Williamsburg and Washington until July 1, 1972.

Plans for the first in a series of five symposia on the American Revolution have been developed. Dates, speakers, and topics for this meeting will be announced in the next few weeks.

The Bicentennial publications program is proceeding well. The survey of material to be included in the Library's guide to manuscripts from the period of the Revolution is complete. Final copy for the printer will be ready late in January 1972. Page proof for the volume of pamphlets by English radicals in support of American liberties has arrived from the GPO, and a manuscript listing most of the Library's holdings of original prints, portraits, and cartoons is in the hands of the Bicentennial staff. It will be ready for publication as soon as it can be indexed. In addition, facsimilies of two rebuses--cartoons in the form of letters with symbols substituted for most key words--will go on sale in February 1972. They were designed in 1778 by a famous British cartoonist, Matthew Darby, on the theme of the Carlisle Peace Commission. Finally, work on the Letters of Members of the Continental Congress, a project supported in large part by the Ford Foundation, is proceeding according to schedule. The search for appropriate material for the project is well advanced in archives and libraries in the states of North Carolina, Virginia, New York, Massachusetts, and Pennsylvania.

Federal Library Committee

Two major studies have recently been implemented by the Federal Library Committee and two significant meetings sponsored.

On November 15, 1971, Suzanne Mayer, a participant in the U. S. Department of the Interior's Manager Development Training Program, initiated a formal study of administrative management philosophy, techniques, and impact in selected Washington, D. C., area Federal libraries. The aim of the study is to gather data regarding the impact and/or influence that agency administrative management policies and practicies have on the effectiveness of Federal libraries.

The first phase of the study will be the development of a simple, brief questionnaire to be sent to all Federal libraries in the Washington, D. C., area which are represented on the Federal Library Committee. Returns will be analyzed, and the head librarian in most of the responding libraries will be scheduled for an interview. Based on the results of these interviews, further in-depth interviews will be scheduled with administrative staff of a representative cross-section of these libraries. Interviews will also be conducted with the General Accounting Office, Office of Management and Budget, General Services Administration, and Civil Service Commission. A written report containing both narrative and statistical findings and analyses will be produced and will be idstributed by the Federal Library Committee.

On behalf of the Federal Library Committee and the Panel on Library Programs, Committee on Scientific and Technical Information (COSATI), the FLC Task Force on Interlibrary Loan undertook an informal survey of the actual service postures of major Federal libraries as identified in "A Study of Resources and Major Subject Holdings Available in U. S. Federal Libraries Maintaining Extensive or Unique Collections of Research Materials." Even

though it is not assumed that one standard set of policies can, or should be, established for all, more explicit knowledge about service practices will be useful. It is planned to incorporate full explanations of these practices into a directory and thus provide a helpful reference tool for the information community. The work plan was developed from suggestions made at the second Federal Information Resources Conference (FIR) held in April 1971. Publication of the final document is projected for December 1972.

Two seminars were held: A Bureau of the Census Conference for Librarians and Information Scientists; and a Forum on Interactive Bibliographic Systems cosponsored with COSATI, the U. S. Atomic Energy Commission, and the National Bureau of Standards. The latter meeting, held October 4-5, 1971, was organized to bring together a diverse group of Federal Government users and designers of interactive computer systems utilized in the searching of bibliographic information. Panelists included representatives of the National Aeronautics and Space Administration (NASA), the National Library of Medicine, the Defense Documentation Center, Informatics TISCO, Inc., Lockheed Missiles and Space Company, the Library of Congress, the Department of State, and the Justice Department, in addition to the sponsoring groups. Topics discussed included: user interface; system configuration, economics and performance; and future developments. The Proceedings will be published early in 1972.

The Bureau of the Census presentation was concerned with: census geographic areas; geographic tools; computer tape products and services; the data delivery system; and a review of major census bureau programs and publications. Librarians from Federal, academic, and special libraries participated.

Other Publications

The last 6 months of the year were marked by the publication of Contemporary Photographs from Sweden, a catalog of the work of 10 Swedish photographers represented in the Library's collections. It is one of the first published books to include Library of Congress Cataloging in Publication data. Numerous other LC publications carrying the CIP data are now in press.

In an effort to publicize the Library's book catalogs, the Processing Department and the Publications Office prepared and produced a brochure entitled Library of Congress Catalogs in Book Form and Related Publications.

Missouri: The Sesquicentennial of Statehood, an illustrated catalog of the Library's exhibit commemorating the State's 150th anniversary, appeared as the 26th in the series of State exhibition catalogs.

The July issue of the Quarterly Journal of the Library of Congress included two articles dealing with sources for the study of American Revolutionary history, "Charles Thomson on Unity in the American Revolution," by Paul H. Smith, a member of the Library's American Revolution Bicentennial Office, and "Maps of the American Revolution," by Walter W. Ristow, chief of the Geography & Map Dviision. The first part of the October issue was devoted to three articles on "Resources in France for the American Historian," written by Bernard Mahieu and Mme. Chantal Daniel of the Archives Nationales of

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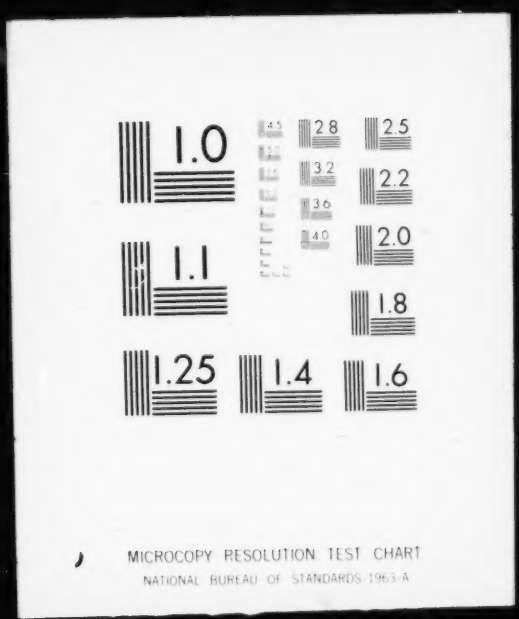

APPENDIX J

Listed below are the commissions of the Association, their membership and appointment termination dates. The various committees of the ARL are not listed under the appropriate commissions because many are in the process of being revised. A complete list of the committees will appear in the Minutes of the 80th meeting.

Development of Resources

Basil Stuart-Stubbs (Jan. 1973)
Cecil Byrd (Jan. 1975)
Douglas Bryant, chairman (Jan. 1974)

Commission on Organization of Resources

William Budington (Jan. 1973)
Joseph Treyz, Jr. (Jan. 1975)
David Kaser, chairman (Jan. 1974)

Commission on Access to Resources

David Weber (Jan. 1973)
Virginia Whitney (Jan. 1975)
Edward Lathem, chairman (Jan. 1974)

Commission on Management of Research Libraries

Ben Bowman, (Jan. 1974)
Richard De Gennaro (Jan. 1975)
Warren Haas, chairman (Jan. 1973)

Commission on External Affairs

Ralph Hopp (Jan. 1973)
Richard Couper (Jan. 1974)
Roy Kidman, chairman (Jan. 1975)

Executive Committee of the ARL

John McDonald, president
William Budington, vice president and president-elect
Ben Bowman
Stephen A. McCarthy, executive director

APPENDIX K

Statement of Commission on Access to Resources

Name: ARL Commission on Access to Resources

Charge: To assist research library users by improving access to information, through a concern for activity and programs of local, regional, national, or international application, and covering all types of library materials.

Function: To assess the adequacy and effectiveness of existing programs, policies, standards, and procedures; to determine means for improving, rationalizing,aand advancing such adequacy or effectiveness; to report regularly to the board of directors, defining problems, identifying objectives and priorities, and recommending committee structure and assignments or other ARL action; and to accept from the board responsibility for coordinating activities within its general area of responsibility.

Primary Concerns: The user of research libraries is faced with both increasingly complex circumstances of bibliographic organization of materials and the constantly enlarging inability of individual libraries to provide all of the resources the user may require. Access can therefore be frustrated by various conditions, such as:

1) User does not know what publication contains the information he desires.

2) User cannot rapidly search contents of unanalyzed sets and microtext programs.

3) User cannot easily find which nearby libraries contain a publication which is not available locally.

4) User cannot immediately determine which copies within his own library system are not presently in use and, thus, available to him.

5) User may require immediate response, whereas access systems usually respond lethargically.

6) User finds restrictive and irrational an absence of effective cross-reliance or effective inter-relationship among public, special, governmental, and

academic libraries of various sorts.

7) User cannot with adequate speed for his purposes work through a hierarchy of libraries of various sorts.

8) User cannot readily locate, locally or regionally, a reference specialist best able to aid him in his particular needs.

9) User finds certain rules controlling access to be severely limiting to his research.

Some of the problems and considerations involved in the foregoing enumeration represent, of course, matters of direct concern to ARL Commissions other than that on Access to Resources, and there will be a decided need for both interplay and a high level of cooperation among the individual commissions in addressing various and complex issues of importance regarding access and reader services.

The Commission on Access to Resources cites three main headings, with several subunits each, representing some of the spheres within which special attention should be focused in attempting to alleviate or ameliorate problems incident to user-library interface:

1) Categories of users, such as:

   a) faculty and students of local institution
   b) faculty and students enjoying reciprocal interinstitutional library privileges
   c) visiting scholars
   d) other institutions
   e) business and industrial patrons
   f) reprint publishers.

2) Kinds of resources, such as:

   a) rare books
   b) manuscripts
   c) out-of-print monographs
   d) serials
   e) government documents
   f) machine data files
   g) audio, video, and pictorial materials.

3) Means of use, such as:

   a) direct access
   b) interlibrary loan
   c) photocopy service
   d) cable T.V.

e) telefacsimile
f) computer networking.

The library interface with the system of libraries and other information agencies involves:

1) Administrative and organizational relationships
2) Fiscal, funding, budgeting, contractual arrangements
3) Technical arrangements including systems standards, hardware, and communication lines.

The Commission Approach:

The Commission on Access to Resources presently selects the broad area of interface as deserving top priority for its attention. It tentatively has divided this field into six components:

1) Interlibrary loan (including photocopy in lieu of loan)
2) Access to manuscripts (including time and use limitations
30 Access to large data banks
4) Access to auxiliary or deposit collections (including weeding and protocols of acceptance)
5) Interinstitutional reciprocity and service to external users (including direct access, guidelines for reasonableness of limitations, and use of control reliance, royalties, fees)
6) Library-to-library services, i.e. networking
   a) management aspects: system organization, control of routing, legal issues, cost/fee issues
   b) delivery systems: communication devices such as TWX, telefacsimile, cable T.V., communication satellites.

The Commission on Access to Resources does not believe one of these must be resolved before another is started, except that part 5 and part 6 should encompass the first four. Part 5 may treat arrangements of a lower sophistication than part 6; networking may involve various types of libraries and an enchanced delivery system.

Preliminary work can be done on the first four parts; however, a master plan should evolve from further consideration of parts 5 and 6. To this the Commission on Access to Resources will next address itself.

Note: Since national resource pools may be created in furtherance of achieving adequacy of resources available to scholars, the Commission on Access to Resources regards this as the province of the Commission on the

Development of Resources, and so it excludes this from part 4 above. Part 4 thus deals only with access to existing collections, segregated materials, material on deteriorating paper, lesser used collections, and supplementary collections not commonly needed in many local institutions.

David C. Weber
Rutherford D. Rogers
Edward Connery Lathem, chairman

December 1971

APPENDIX L

ATTENDANCE AT 79TH MEETING

Members

University of Alabama Library
Joseph A. Jackson

University of Arizona Library
Robert K. Johnson

Boston Public Library
Philip J. McNiff

Boston University Library
Dorthy Ladd

University of British Columbia Library
Basil Stuart-Stubbs

Brown University Library
David A. Jonah

University of California Library
(Berkeley) Eldred Smith

University of California Library
(Davis) J. R. Blanchard

University of California Library
(Los Angeles) Robert Vosper

Case Western Reserve University Libraries
James V. Jones

Center for Research Libraries
Gordon R. Williams

University of Chicago Library
D. Gale Johnson

University of Colorado Library
John Lubans

Columbia University Libraries
Warren J. Haas

University of Connecticut Library
John P. McDonald

Cornell University Libraries
David Kaser

Dartmouth College Libraries
Edward C. Lathem

Duke University Libraries
Benjamin E. Powell

University of Florida Libraries
Fleming Bennett

Florida State University Library
N. Orwin Rush

Georgetown University Library
Joseph E. Jeffs

University of Georgia Libraries
W. P. Kellam

Harvard University Library
Douglas W. Bryant

Howard University Libraries
William D. Cunningham

University of Illinois Library
Lucien W. White

Indiana University Libraries
Cecil K. Byrd

University of Iowa Libraries
Leslie W. Dunlap

Iowa State University Library
Warren Huhn

John Crerar Library
William S. Budington

Johns Hopkins University Library
John H. Berthel

Joint University Libraries
Frank P. Grisham

University of Kansas Library
David W. Heron

University of Kentucky Libraries
Harold Gordon

Library of Congress
John Lorenz
Elizabeth Hamer

Linda Hall Library
Joseph C. Shipman

Louisiana State University Library
T. N. McMullan

McGill University Library
Keith Crouch

University of Maryland
Howard Rovelstad

University of Massachusetts Libraries
Merle N. Boylan

Massachusetts Institute of Technology Libraries
William N. Locke

University of Michigan Library
R. C. Stewart

Michigan State University Library
Richard Chapin

University of Minnesota Libraries
Ralph H. Hopp

University of Missouri Library
C. Edward Carroll

National Library of Medicine
Joseph Leiter

University of Nebraska Libraries
John W. Heussman

New York Public Library
James Henderson

New York University Libraries
George W. Stone, Jr.

University of North Carolina Libraries
Leslie Trainer

Northwestern University Libraries
John P. McGowan

University of Notre Dame Libraries
David E. Sparks

Ohio State University Libraries
Hugh Atkinson

University of Oklahoma Library
Arthur M. McAnally

Oklahoma State University Library
Roscoe Rouse

University of Oregon Library
Carl W. Hintz

University of Pennsylvania Libraries
Richard De Gennaro

Pennsylvania State University Library
W. Carl Jackson

University of Pittsburgh Library
Thomas Minder

Princeton University Library
William S. Dix

Purdue University Library
Joseph M. Dagnese

Rice University Library
Richard L. O'Keeffe

University of Rochester Libraries
Ben Bowman

Rutgers University Library
Virginia P. Whitney

St. Louis University Library
William P. Cole

Smithsonian Institution Libraries
Russell Shank

University of Southern California Library
Roy L. Kidman

Southern Illinois University Library
Ralph E. McCoy

Stanford University Libraries
David C. Weber

State University of New York at Buffalo Libraries
Myles Slatin

Syracuse University Library
Warren N. Boes

Temple University Library
Arthur Hamlin

University of Tennessee Libraries
Richard Boss

University of Texas Libraries
Harold W. Billings

Texas A&M University Library
John B. Smith

Tulane University Library
John H. Gribbin

University of Utah Library
Brigham D. Madsen

University of Washington Library
Marion A. Milczewski

Washington State University Library
G. Donald Smith

Washington University Libraries
Andrew J. Eaton

Wayne State University Library
Vern M. Pings

University of Wisconsin Libraries
Joseph H. Treyz, Jr.

Yale University Libraries
Rutherford D. Rogers

ARL Staff:

Stephen A. McCarthy	Executive Director
Louis E. Martin	Associate Executive Director
Duane E. Webster	Director, Office of University Library Management Studies

Guests:

Thomas R. Buckman	President, Foundation Center
Verner W. Clapp	Council on Library Resources
Fred Cole	President, Council on Library Resources
F. Kurt Cylke	Executive Secretary, Federal Library Committee
Ray M. Fry	Director, Division of Library Programs, U.S. Office of Education

Herman Fussler	University of Chicago
Foster Mohrhardt	Council on Library Resources
Edwin Olson	University of Maryland
Carl M. Spaulding	Council on Library Resources
Charles Stevens	Executive Director, National Commission on Libraries and Information Science
Noel Stockdale	Flinders University, Australia

Members Not Represented

University of Alberta Library

University of Cincinnati Libraries

National Agricultural Library

National Library of Canada

New York State Library

University of Toronto Libraries

University of Virginia Libraries

APPENDIX M

MEMBERSHIP OF ASSOCIATION OF RESEARCH LIBRARIES

JANUARY 1972

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Acting Librarian

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Edmonton, Alberta, Canada
Bruce Peel, Director

University of Arizona Library
Tucson, Arizona 85721
Robert K. Johnson, Librarian

Boston Public Library
Boston, Massachusetts 02117
Philip J. McNiff, Librarian

Boston University Library
Boston, Massachusetts 02215
John Laucus, Director

University of British Columbia Library
Vancouver 8, British Columbia, Canada
Basil Stuart-Stubbs, Librarian

Brown University Library
Providence, Rhode Island 02912
David A. Jonah, Librarian

University of California Library
Berkeley, California 94720
Eldred Smith, Acting Librarian

University of California Library
Davis, California 95616
J. R. Blanchard, Librarian

University of California Library
Los Angeles, California 90024
Robert Vosper, Librarian

Case Western Reserve University Libraries
Cleveland, Ohio 44106
James V. Jones, Director

Center for Research Libraries
Chicago, Illinois 60637
Gordon R. Williams, Director

University of Chicago Library
Chicago, Illinois 60637
D. Gale Johnson, Acting Director

University of Cincinnati Libraries
Cincinnati, Ohio 45221
Bruce Kauffman, Director

University of Colorado Library
Boulder, Colorado 80304
Ralph E. Ellsworth, Director

Columbia University Libraries
New York, N. Y. 10027
Warren J. Haas, Director

University of Connecticut Library
Storrs, Connecticut 06268
John P. McDonald, Director

Cornell University Libraries
Ithaca, New York 14850
David Kaser, Director

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Edward C. Lathem, Librarian

Duke University Libraries
Durham, North Carolina 27706
Benjamin E. Powell, Librarian

University of Florida Libraries
Gainesville, Florida 32603
Gustave A. Harrer, Director

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Tallahassee, Florida 32306
N. Orwin Rush, Librarian

Georgetown University Library
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Athens, Georgia 30601
W. P. Kellam, Director

Harvard University Library
Cambridge, Massachusetts 02138
Douglas W. Bryant, Librarian

Howard University Libraries
Washington, D.C. 20001
William D. Cunningham, Director

University of Illinois Library
Urbana, Illinois 61803
Lucien W. White, Librarian

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Cecil Byrd, Librarian

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Library Administration

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Warren Kuhn, Dean of Library
Services

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William S. Budington, Director

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John H. Berthel, Librarian

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Stuart Forth, Director

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Joseph C. Shipman, Librarian

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T. N. McMullan, Director

McGill University Library
Montreal 2, Quebec, Canada
Keith Crouch, Director

University of Maryland Library
College Park, Maryland 20742
Howard Rovelstad, Librarian

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Amherst, Massachusetts 01003
David Clay, Director

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William N. Locke, Director

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Frederick H. Wagman, Director

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Richard Chapin, Librarian

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Minneapolis, Minnesota 55455
Ralph H. Hopp, Director

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Columbia, Missouri 65202
C. Edward Carroll, Director

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Ottawa 4, Ontario, Canada
Guy Sylvestre, Librarian

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Martin M. Cummings, Director

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Richard W. Couper, President

New York State Library
State Education Department
Albany, New York 12224
John A. Humphry, Assistant
Commissioner for Libraries

New York University Libraries
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George W. Stone, Jr.,
Dean of Libraries

University of North Carolina
Libraries
Chapel Hill, North Carolina 27515
Jerrold Orne, Director

Northwestern University Libraries
Evanston, Illinois 60210
John P. McGowan, Librarian

University of Notre Dame Libraries
South Bend, Indiana 46556
David E. Sparks, Director

Ohio State University Libraries
Columbus, Ohio 43210
Hugh Atkinson, Director

University of Oklahoma Library
Norman, Oklahoma 73069
Arthur M. McAnally, Librarian

Oklahoma State University Library
Stillwater, Oklahoma 74075
Roscoe Rouse, Librarian

University of Oregon Library
Eugene, Oregon 97402
Carl W. Hintz, Dean of Libraries

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Philadelphia, Pennsylvania 19104
Richard De Gennaro, Director

Pennsylvania State University Library
University Park, Pennsylvania 16802
W. Carl Jackson, Director

University of Pittsburgh Library
Pittsburgh, Pennsylvania 15213
Glenora Edwards Rossell, Director

Princeton University Library
Princeton, New Jersey 08540
William S. Dix, Librarian

Purdue University Library
Lafayette, Indiana 47907
Joseph M. Dagnese, Director

Rice University Library
6100 S. Main
Box 1892
Houston, Texas 77001
Richard L. O'Keeffe, Librarian

University of Rochester Libraries
Rochester, New York 14627
Ben Bowman, Director

Rutgers University Library
New Brunswick, New Jersey 08901
Virginia P. Whitney, Librarian

St. Louis University Library
St. Louis, Missouri 63108
William P. Cole, Director

Smithsonian Institution Libraries
Constitution Avenue at Tenth St., N.W.
Washington, D.C. 20560
Russell Shank, Director

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Los Angeles, California 90007
Roy L. Kidman, Librarian

Southern Illinois University Library
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Ralph E. McCoy, Director

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David C. Weber, Director

State University of New York at Buffalo Libraries
Buffalo, New York 14214
Myles Slatin, Director

Syracuse University Library
Syracuse, New York 13210
Warren N. Boes, Director

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Philadelphia, Pennsylvania 19122
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Charlottesville, Virginia 22903
Ray Frantz, Librarian

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Andrew J. Eaton, Director

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Vern M. Pings, Director

University of Wisconsin Libraries
Madison, Wisconsin 53706
Joseph H. Treyz, Jr., Director

Yale University Libraries
New Haven, Connecticut 06520
Rutherford D. Rogers, Librarian

Association of Research Libraries.
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